

IFIB-ACT-SACT-20-23



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

IFIB-ACT-SACT-20-23

Amendment 2

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.

IFIB-ACT-SACT-20-23

TABLE OF CONTENTS

1. GENERAL
2. Classification
3. Definitions
4. Eligibility

5. DURATION OF THE CONTRACT
6. Exemption of Taxes
7. Amendment or Cancellations
8. Bidder Clarifications
9. Bid Closing Date
10. Bid Validity
11. Contents of Proposal
12. Proposal Submission
13. Late Proposal
14. Bid Withdrawal
15. Bid Evaluation
16. Proposal Clarifications
17. Award
18. Communications and Contacts
19. Point of Contact

ENCLOSURES:

1. Proposal/Content Checklist
2. Compliance Statement
3. Past Performance
4. Mandatory Price Proposal format
5. Declaration of Interest and Capacity
6. SOW for the Innovation Lab Agile Software Development Capability

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.

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 Command Transformation.
- (g) The term “ACT” shall refer to Allied Commander 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.

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.

IFIB-ACT-SACT-20-23

- (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 where the combined scope of the stated engagements substantially covers the technical domains specified in this IFIB.
- (d) Bidder's proposed for the performance of services under the contract must meet the minimum qualifications stated in the SOW. All personnel (including subcontractors) must be citizens of a NATO member nation. All personnel that will perform work at NATO facilities or who will have access (including remotely) to NATO networks must have a valid NATO SECRET level security clearance.

5. DURATION OF CONTRACT

- (a) The contract awarded shall be effective upon date of award.

Period of Performance:

Base Period is on or about **01 February 2021 – 31 December 2021** with four possible 12-month option periods:

Option Period One: 1 January 2022 – 31 December 2022,

Option Period Two: 1 January 2023 – 31 December 2023,

Option Period Three: 1 January 2024 – 31 December 2024,

Option Period Four: 1 January 2025 – 31 December 2025.

6. EXEMPTION OF TAXES

- (a) 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.

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.

IFIB-ACT-SACT-20-23

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 **10 days prior to closing**.
- (b) In lieu of a bidder's conference, HQ SACT invites bidders to submit initial technical questions not later than **15 November 2020**.
- (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.

9. BID CLOSING DATE

Bids shall be received at HQ SACT, Purchasing and Contracting Office, no later than **15 January 2021, 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 e-mails, each containing a single PDF file (one Technical and one Price). E-mailed PDF documents must be received no later than **15 January 2021, 0900 hours, Eastern Standard Time, Norfolk, Virginia, USA**
A table of contents for the entire proposal (Checklist provided as Enclosure #1)

- (a) The bidder's full name address, Point of Contacts, Telephone, Fax number and Internet site, (See Enclosure #2);
- (b) Compliance statement (See **Enclosure #2**);

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.

IFIB-ACT-SACT-20-23

- (c) Provision of administrative, financial and technical volumes
- (d) Best Value Matrix
- (e) Past performance (See **Enclosure #3**)
- (f) Company price proposal (**Enclosure #4**)
- (g) **Declaration of Interest and Capacity (if applicable) (Enclosure #5)**

12. PROPOSAL SUBMISSION

- (a) Proposals shall be submitted in two separate e-mails, one containing the Technical volume and one containing the Price volume. The e-mail subject and PDF shall be clearly marked with the IFIB Solicitation reference number and an indication of which volume is enclosed..
- (b) No hard copy submissions will be accepted. **Price proposals shall be in U.S. Dollar currency.** Contractor may request payment post award in alternate currency based on agreed conversion rate.
- (c) 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.
- (g) ~~Contractors are required to specifically reference within the proposal~~

13. LATE PROPOSALS

- (a) It is solely the bidder`s responsibility to ensure that the proposal reaches HQ SACT prior to the established closing date and time. **Allow sufficient time for e-mails to clear both company and HQ SACT server firewalls. Late submissions due to delay in transmission will not be accepted. All late bids shall disqualified.** 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. Bidders should request receipt confirmation and follow up if confirmation is not received timely.

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.

IFIB-ACT-SACT-20-23

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 via e-mail, with attention to the HQ SACT Contracting Officer. As this is a best value evaluation, contractor pricing will be opened and held within the contract file, whether considered or not. A bid withdraw will be annotated on the Contract Award Record.

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 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 Enclosures, as listed in this IFIB. (Pass/Fail)
 - 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. (Note: exclusions or amendments to the Special Terms and Conditions to allow for remote work will be considered on a case by case basis post award)

16. PROPOSAL CLARIFICATIONS

During the entire evaluation process HQ SACT reserves the right to discuss any bid in 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 overall best value to NATO. Partial awards are authorized.

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.

IFIB-ACT-SACT-20-23

HQ SACT will collect information from references provided by the Offeror in regards 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. POINT OF CONTACT IS:

Tonya Bonilla, ACT Contracting Officer 757-747-3575, tonya.bonilla@act.nato.int

and

Catherine Giglio, ACT Contracting Officer 757-747-3856, catherine.giglio@act.nato.int

All electronic correspondence inquiries shall be addressed to include the two POCs listed above.

All correspondence shall be forward to:

HQ SACT, BUDFIN BRANCH
Purchasing & Contracting, Contracting
Officer
IFIB-ACT-SACT-20-23
ATTN: Tonya Bonilla/Catherine Giglio
7857 Blandy Road, Suite 100, Norfolk,
VA, U.S.A.

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.

1.1 ENCLOSURE 1

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 / CV`s.
- Technical Proposal.
- Price Proposal.

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.

This page intentionally left blank

2 IFIB-ACT-SACT-20-23

2.1 ENCLOSURE 2

COMPLIANCE STATEMENT TO SEALED BID IFIB-ACT-SACT-20-23

It is hereby stated that our company has read and understands all documentation issued as part of IFIB-ACT-SACT-20-23. Our company proposal submitted in response to the referenced solicitation is fully compliant with the provisions of IFIB-ACT-SACT-20-23 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>
-----	-----
-----	-----
-----	-----
-----	-----
-----	-----
-----	-----
-----	-----
-----	-----

(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 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.

3 IFIB-ACT-SACT-20-23

3.3 ENCLOSURE 3

PAST PERFORMANCE INFORMATION FORM

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

Name/Signature of Authorized Company Official

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.

IFIB-ACT-SACT-20-23

3.4 ENCLOSURE 4

IFIB-ACT-SACT-20-23 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: Tonya Bonilla
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:-----, Date -----.

IFIB-ACT-SACT-20-23

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.

SUBJECT: IFIB-ACT-SACT-20-23 Sealed Bid Price Proposal

Please find on behalf of **Insert: Company Name** to provide HQ SACT with services (collectively referred as “ITEMS”), subject to the provisions, terms and conditions stated in IFIB ACT-SACT-20-23 and the “**Insert : Company Name** Technical proposal”, submitted in accordance with solicitation provisions.

Labor Category		Base Period: 01 JAN 21 – 31 DEC 21 (1800 HOURS) Hourly Labor Rate	Option Period 1: 1 January 2022 – 31 December 2022 (1800 hours) Hourly Labor Rate	Option Period 2: 1 January 2023 – 31 December 2023 (1800 hours) Hourly Labor Rate	Option Period 3: 1 January 2024 – 31 December 2024 (1800 hours)Hourly Labor Rate	Option Period 4: 1 January 2025 – 31 December 2025 (1800 hours) Hourly Labor Rate
DEVSECOPS ENGINEER 1	On-Site Only					
DEVSECOPS ENGINEER 2		COMPLETE AND SUBMIT ENCLOSURE 5				
DEVSECOPS ENGINEER 3		COMPLETE AND SUBMIT ENCLOSURE 5				
FULL STACK DEVELOPER 1	ON-SITE					
	REMOTE					

IFIB-ACT-SACT-20-23

FULL STACK DEVELOPER 2	ON-SITE					
	REMOTE					
FULL STACK DEVELOPER 3		COMPLETE AND SUBMIT ENCLOSURE 5				
FULL STACK DEVELOPER 4		COMPLETE AND SUBMIT ENCLOSURE 5				
FULL STACK DEVELOPER 5		COMPLETE AND SUBMIT ENCLOSURE 5				
FULL STACK DEVELOPER 6		COMPLETE AND SUBMIT ENCLOSURE 5				
FULL STACK DEVELOPER 7		COMPLETE AND SUBMIT ENCLOSURE 5				
FULL STACK DEVELOPER 8		COMPLETE AND SUBMIT ENCLOSURE 5				
FULL STACK DEVELOPER 9		COMPLETE AND SUBMIT ENCLOSURE 5				
FULL STACK DEVELOPER 10		COMPLETE AND SUBMIT ENCLOSURE 5				
DATA SCIENTIST 1		COMPLETE AND SUBMIT ENCLOSURE 5				
DATA SCIENTIST 2		COMPLETE AND SUBMIT ENCLOSURE 5				

IFIB-ACT-SACT-20-23

Labor Category		Base Period: 01 JAN 21 – 31 DEC 21 (1800 HOURS) Hourly Labor Rate	Option Period 1: 1 January 2022 – 31 December 2022 (1800 hours) Hourly Labor Rate	Option Period 2: 1 January 2023 – 31 December 2023 (1800 hours) Hourly Labor Rate	Option Period 3: 1 January 2024 – 31 December 2024 (1800 hours) Hourly Labor Rate	Option Period 4: 1 January 2025 – 31 December 2025 (1800 hours) Hourly Labor Rate
DATA SCIENTIST 3		COMPLETE AND SUBMIT ENCLOSURE 5				
PRODUCT MANAGER 1	ON-SITE					
	REMOTE					
PRODUCT MANAGER 2	ON-SITE					
	REMOTE					
PRODUCT MANAGER 3	ON-SITE					
	REMOTE					
PRODUCT MANAGER 4	ON-SITE					
	REMOTE					

IFIB-ACT-SACT-20-23

PRODUCT MANAGER 5		COMPLETE AND SUBMIT ENCLOSURE 5				
PLATFORM ARCHITECT 1	ON-SITE					
	REMOTE					
ACQ/ CONTRACT SUPPORT 1	On-site only					
SOLUTIONS ARCHITECT 1	ON-SITE					
	REMOTE					
SOLUTIONS ARCHITECT 2	ON-SITE					
	REMOTE					

IFIB-ACT-SACT-20-23

Labor Category		Base Period: 01 JAN 21 – 31 DEC 21 (1800 HOURS) Hourly Labor Rate	Option Period 1: 1 January 2022 – 31 December 2022 (1800 hours) Hourly Labor Rate	Option Period 2: 1 January 2023 – 31 December 2023 (1800 hours) Hourly Labor Rate	Option Period 3: 1 January 2024 – 31 December 2024 (1800 hours) Hourly Labor Rate	Option Period 4: 1 January 2025 – 31 December 2025 (1800 hours) Hourly Labor Rate
UI/UX DESIGNER 1	ON-SITE					
	REMOTE					
UI/UX DESIGNER 2	ON-SITE					
	REMOTE					
UI/UX DESIGNER 3	ON-SITE					
	REMOTE					
UI/UX DESIGNER 4	ON-SITE					
	REMOTE					
SECURITY PROFESSIONAL 1	On-site Only					

IFIB-ACT-SACT-20-23

Total of Base + Options \$ _____

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: _____, Date _____.

IFIB-ACT-SACT-20-23

Enclosure 5: Declaration of Interest and Capacity

NAME OF COMPANY:

Address of Company:

Phone of Company:

Website:

POC Name:

POC Phone:

POC E-mail:

[Company] would like to declare interest in competing for additional requirements within the labour categories indicated below (check applicable category(s)):

Data Scientist

Product Manager

Full Stack Developer

DEVSECOPS Engineer

[Company] confirms participation in the 2021 component (as applicable) and confirms capacity to supply additional candidates with the skills/experience identified in IFIB-ACT-SACT-20-23 SOW. [Company] will provide CV's/Resumes, completed Annex A, and Pricing information when called upon for consideration. It is understood that award of additional candidates within each labour category is contingent upon funds availability, contractor performance, continued operational requirement, and subject to a best value determination equal to the initial award.

Company Signature:

Name & Title:

NATO UNCLASSIFIED

Page 20

STATEMENT OF WORK IN SUPPORT OF HQSACT INNOVATION LAB

1. INTRODUCTION

HQ SACT Innovation Lab (iHub), built on the concept of Open Innovation, is providing to its operational customers a catalogue of innovative products and services. The iHub products, also known as Minimum Viable Products (MVPs), are developed following best industry, Agile DevSecOps methods with strong focus on rapid, iterative delivery that meets customers' requirements.

The majority of the products and services within iHub are falling under a category of Software Intensive Projects (SIP). Those projects are either strictly software development endeavors or there is a large software component that constitutes part of the project.

The backlog of iHub projects is constantly growing, and so is the demand for iHub services. With that rapid growth the iHub is looking for the top talent individuals to become members of its existing teams in order to assure the continuous delivery of already existing services and to increase pace of production of new products and services.

ACT staff and contractors form a cross functional teams within iHub to conduct product centric development. The work progress, including individual contributions by project members, is fully transparent and traceable by utilization of modern Continuous Integration and Continuous Delivery toolsets.

2. BACKGROUND

In the past years many NATO nations started Innovation focused initiatives within military domain to capitalize on the unprecedented acceleration of technological development, primarily within the commercial sector. The developments in the US (NSIN, Air Force Kessel Run Lab), Germany (Cyber Incubators), France (AID), UK (DSTL) paved the way to joint efforts with NATO. Consequently NATO had established a senior level Innovation Board at NATO HQ chaired by the Deputy Secretary General.

The NATO Innovation Board confirmed ACT's role to "*... play the leading role for innovation in NATO.*" With this mandate, ACT has rearranged its internal structure to effectively meet the

ambitions of NATO nations. One of the key elements of the new structure is **iHub Laboratory Capability(iHub)** built by expanding the ACT Innovation Hub capability, managed now by the newly established **Innovation Branch**.

The iHub provides a space to test hypotheses and solutions turning ideas into user-centric **Minimum Viable Products (MVPs)** through close collaboration of end users and developers. The Lab provides an incubator environment where ideas will come to life rapidly following the best practices of **Agile DevSecOps** from industry and the latest research from academia. The Lab operational model is being developed incrementally, and the close collaboration with all stakeholders will shape its culture, processes and toolset.

The iHub will operate in a larger ecosystem of innovation-minded partners. To successfully coordinate innovation activities across partner networks it is essential to establish basic guidance and rules orchestrating interactions via a common framework. This framework will help to better capitalize on larger network capabilities, help avoid duplication of work, and promote reuse of products. The Agile DevSecOps culture that will be established within iHub will be promoted across NATO, while associated processes and toolsets will be easily adaptable by other NATO bodies. The iHub state-of-the-art capabilities will continuously be updated via knowledge transfer from the leading industries.

3. SCOPE

HQ SACT is seeking contractors' support for Solution Architects, DevSecOps Engineers, Full-Stack Developers, Data Scientists, UI/UX Designers, Security Professionals, Acquisition/Contracting Support, DevSecOps Program Manager and Product Managers to expand their iHub Agile DevSecOps operation. There will be a core team of contractors embedded within ACT Innovation Lab team which will follow agile methodology to develop required application in incremental, user-centric fashion. The ACT Innovation lab team will follow rapid development cycles, each resulting in Minimum Viable Product, deployable in an-environment available and demonstrable to end-users. The Contractors' embedded within iHub teams, will work under the direction and guidance of the COTR.

The Data Scientists reside in a newly established Analytics and Data Science Section currently located in the Federated Interoperability (FI) Branch. They have been tasked to develop and implement HQ SACT's own pooled Data Science capability and capacity. The section provides Data Scientists and Data Science expertise to HQ SACT, and in particular to the ACT Innovation Branch. Data Scientists typically work at HQ SACT and alternatively at the ACT Innovation Lab at ODU.

For the personnel on product teams, the primary location of work performance is the iHub at ODU, however the option to work remotely is also possible. In the case of remote work the contractors will still be considered part of Agile Innovation Lab teams, and will utilize the same toolset as the rest of the team. It will be however on the contractor responsibility to provide their own device to conduct the work on. Software requirements for contractors'

devices are listed below:

Full-Stack Developers, Data Scientists:

- OS: Windows 8, 10, 64-bit versions only; Mac OS X 10.12+; Ubuntu 16.04, 18.04, and CentOS 7.
- GPU: Graphics card with DX10 (shader model 4.0) capabilities.

4. TYPE OF CONTRACT AND PERIOD OF PERFORMANCE

This is a Commercial Contract in accordance with the General and Special Terms and Conditions; as such, it is a Best Value contract with a maximum limit or fraction thereof as set forth in this Statement of Work. All employer responsibilities for the Contractor employees performing under this Contract shall lie with the Contractor.

4.1 Period of Performance. The period of performance for the base period is **on or about 1 February 2021 – 31 December 2021**, with the possibility of 4 additional 12 month option periods

4.2 Surge Capability. Surge Effort. A surge capability requirement is included to have a contract vehicle in place should emerging circumstances require a quick and temporary increase in effort to meet new requirements within the scope of the existing Statement of Work. The Contractor shall be prepared to evaluate requirements and submit a price proposal for any new requirement for consideration by HQ SACT in the following, but not limited to, Agile DEVSECOPS methods and disciplines as well as Software Intensive Projects. 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. Surge efforts will be incorporated by formal contract modification. Requests for pricing do not constitute any commitment by HQ SACT to contract for additional work; contractor will not be reimbursed costs for preparing price proposals for consideration. Surge efforts will not exceed 75% of the annual contract value. Surge efforts executed outside of NATO Common Funding shall not be considered in calculating the total surge value associated with the contract.

4.3 Place of Performance. Innovation Lab (iHub), located at Old Dominion University at 4111 Monarch Way, suite 412, Norfolk, VA-23508 shall serve as the primary residence for performance under this contract for most labour categories. The Contractor is expected to be available in person at the Innovation Lab in Norfolk, Virginia as determined by iHub leadership unless the contract is approved to be remote work only. Data Scientists and the Acquisition/Contracting Support Specialist will split time between HQ SACT and the Innovation Lab as directed by the COTR. Alternate locations as per travel requirements at locations specified by the Contracting Officer's Technical Representative (COTR), are also allowed. The COTR and Contracting Officer must approve trips and per diem in advance of all travel.

Contractors proposing a remote working option will **not** be compensated for required travel to the Innovation Lab in Norfolk, Virginia and should consider that in initial pricing.

5. Partial Bidding and Teaming Arrangements

Partial bidding is allowed. All submissions must clearly state which labour category the candidate(s) is (are) being proposed to fill. A candidate can be considered for multiple positions in the same proposal, i.e. John Smith can be submitted as a candidate to fill the requirements of two labour categories. Should the proposed candidate be successful in more than one labour category, HQ SACT has full discretion to select the category most advantageous to the successful completion of this contract. The number of SME's required per labour category reflected throughout this document represents the minimum number of personnel that will comprise the core embedded team.

6. Tasks/Duties/Experience

DEVSECOPS ENGINEER (1 required for 2021 / 3 required for 2022-2025) NOTE: The DevSecOps Engineer labour category is **required on-site only**. Remote support will not be considered.

Contractors submitting a bid on the 2021 component who wish to compete further for this labour category in 2022-2025 shall complete and submit Enclosure 5. Contractors are **not** allowed to submit Enclosure 5 for future evaluation of bids unless they bid the 2021 component.

6.1 The DevSecOps Engineer (1 required) shall perform (but not be limited to) the following tasks:

- **Design and Development of Federated Mission Networking Repository (FMNREP):**
 - **Repository of Containerized FMN Services including individual services developed in an incremental manner.**
 - **Build a automated tests for a pipeline of checks and balances levied on the developed containerized products to ensure all code is secure and built on a framework of Test Driven Development.**
 - **Build FMN configuration database**

6.1.1. The DevSecOps Engineer shall be considered based on type and years' experience in the following key areas (25 point minimum for compliance):

6.1.1a Experience

- 2 or more years experience of Kubernetes and Docker.
- 2 or more years experience in CI/CD tools, processes, particularly in automated testing and security aspects
- Experience with open source products and open standards for basic network services such as dns, email, chat, etc...
- Development experience with shell or script languages such as Python, bash, etc...

- Experience deploying and monitoring web applications in AWS or similar public cloud offerings
- Experience with IaaS; implementing scalable cloud-based environments and systems; service-oriented architectures and microservices; deploying resilient, scalable, high-throughput systems
- Experience with Infrastructure as Code and infrastructure testing strategies
- Experience with fully automating CI/CD pipelines end-to-end, from code commits to production
- Experience with systems reliability, load balancing, monitoring, logging
- Experience developing applications embracing Agile principles
- A portfolio on GitHub and/or Open Source contributions
- Security+, or CISSP certified preferred
- Fluent in English (written and Oral)
- **Active NATO or National SECRET (or higher) security clearance at the time of award**

6.1.1.b Education

- University degree in Computer Science or related discipline **OR** 7 years' experience as a DevSecOps Engineer

Full-Stack Developers. This labour category is for **remote or on-site support (2 personnel required in 2021 and 10 personnel required 2022-2025).** Contractors wishing to propose both a remote and on-site price may do so, but HQ SACT reserves the right to make award decision contingent upon services being executed at the desired place of performance.

Contractors submitting a bid on the 2021 component who wish to further compete for this labour category in 2022-2025 shall complete and submit Enclosure 5. Contractors are not allowed to submit Enclosure 5 for future evaluation of bids unless they bid the 2021 component.

Ability to supply an additional 8 candidates shall not be a consideration for award.

6.2 The Full Stack Developer shall perform (but not be limited to) the following tasks:

- **Build containerized application tools following the 12 Factor App methodology, Test Driven Development (TDD), and Extreme Programming (XP).**
- **Develop products as part of a Balanced team consisting of a Product Manager, Product Owner, UI/UX Designer, and Data Scientists (as applicable).**

6.2.1 The Full-Stack Developers (shall be considered based on type and years' experience in the following key areas:

6.2.1.a Experience

- Experience with REST APIs design and development
- Experience with Microservices Architecture

- 2 or more years **within the last 4 years**' experience in full-stack JavaScript/Python/Java development
- 2 or more years' **within the last 4 years**' experience in front-end development (e.g. React, Angular, etc...) and/or
- 2 or more years' **within the last 4 years**' experience in back-end development (e.g. Node.js, Django/Flask, SpringBoot, etc...) and/or
- 2 or more years' **within the last 4 years**' experience in database design and programming (mySQL, PostgreSQL, etc...)
- Experience with Test Driven Development (TDD)
- Able to work in a balanced team, driving technical feasibility for the product backlog
- Able to pick up and learn new languages and frameworks
- Can work in a pair programming environment
- Understand CI/CD concepts of software delivery
- Knowledgeable about building and maintaining a product's CI/CD pipeline
- Adopts industry best practices, with a security first mindset
- Fluent in English (written and Oral).

6.2.1.b Education

- University degree in Computer Science or related discipline **OR** 5 years' experience as a Full-Stack Engineer

Solution Architects (2 required). This labour category is for **remote or on-site support**. **Contractors wishing to propose both a remote and on-site price may do so, but HQ SACT reserves the right to make award decision contingent upon services being executed at the desired place of performance.**

6.3 The Solution Architect shall perform (but not be limited to) the following tasks:

- Oversee the big picture of the platform development.
- Collaborate with developers and the platform team to identify the best solutions to drive agile methodologies.
- Oversee the products to meet the needs from the platform perspective so that products are able to go through the DevSecOps lifecycle.

Ensure all the iHUB Laboratory development practices work together across the various disciplines to ensure the products work seamlessly across the portfolio.

6.3.1 The Solution Architects (2 required) shall be considered based on type and years' experience in the following key areas:

6.3.1.a Experience

- Knowledge of modern software/hardware architectures, design patterns, key hardware/software technologies and technology paradigm shifts

- Familiarity with information system design tools and techniques.
- Experience in modern Identity and Access Management solution patterns
- Experience working with teams embracing Agile DevSecOps principles, including CI/CD with relevant certifications
- Experience developing documentation on recommended technology solutions including research, cost analysis, risk information, and implementation strategy and able to socialize and educate
- Industry recognizable cloud solution architect certification
- Familiarity with architecture modelling standards (e.g. UML, Archimate, BPMN, ...) and working experience with architecture tools (e.g. Enterprise Architect, Power Designer, Archi, ARIS, XMLSpy ...)
- Fluent in English (written and Oral).

6.3.1.b Education

- University degree in Computer Science or related discipline **OR** 5 years' experience as a **Solutions Architect**

Data Scientists (3 required for 2022 – 2025) **NOTE: The Data Scientist labour category is required on-site only. Remote support will not be considered.**

Contractors wishing to bid on the 2022-2025 component shall complete and submit Enclosure 5.

6.4 Data Scientists shall perform (but not be limited to) the following tasks:

6.4.1 The Data Scientists shall be considered based on type and years' experience in the following key areas:

6.4.1.a Experience

- Experience with data science best practice, particularly applied mathematics and/or programming, e.g. Python or R
- Experience with Machine Learning techniques, especially on large scale datasets
- Experience working with teams embracing agile DevSecOps principles, including CI/CD
- Experience visualizing data and producing high quality graphs and charts
- Experience with data science public cloud offerings
- Experience building and optimizing 'big data' data pipelines, architectures and data sets
- Experience with SQL, SQL Tuning, OLAP, Big Data Technologies
- Portfolio of demonstrable products available online or/else open source contributions available online via GitLab, or similar platforms
- Fluent in English (written and oral).
- **Active NATO or National SECRET (or higher) security clearance at the time of award**

6.4.1.b Education

- University degree in a field related to Data Science such as Data Science, Data Analytics, Mathematics, Physics, Computer Science, Software Engineering or a related discipline OR four years minimum professional experience in the area of Data Science, including providing analysis and advice in the field of data science, within the last seven year.

Agile Acquisition/ Contracting Professional (1 required) NOTE: The Agile Acquisition/Contracting Professional labour category is **required on-site only**. Remote support will not be considered.

6.5 The Agile Acquisition/Contracting Professional shall perform (but not be limited to) the following tasks:

- **Identify opportunities to help adhere to, or change the policies that govern the operations of the iHUB laboratory.**
- **Work with NATO Contracting, Budget, and Finance (BUDFIN) mechanisms to identify the best solution to meet the needs of the iHUB laboratory.**
- **Track and manage the Innovation Hub software applications and infrastructure to ensure the laboratory is maintaining the environment for agile software development.**
Collaborate with iHUB team members and NATO (BUDFIN) to ensure agile methodologies apply to all product development and enablers as defined during the onboarding process.

6.5.1 The Agile Acquisition/Contracting professional shall be considered based on type and years experience in the following key areas:

6.5.1.a Experience

- Familiar with NATO-specific acquisition publications, regulations, and requirements documents
- Understands Agile practices and is able to translate and creatively utilize its methods in the NATO domain
- Experience with managing acquisition and contract strategy
- Experience working closely with a cross-functional team
- Able to facilitate meetings and ensure expected outcome is met
- Able to break down complex problems into small measurable parts
- Excellent verbal and written communication skills with the ability to adapt communication style to meet the audience
- Promotes modern technologies to inspire teams to achieve creative compliance with the NATO Acquisition Process
- Some experience with modern software technologies and cloud-based infrastructure
- Fluent in English (written and Oral).
- Minimum 3 years' experience working in Contract/Acquisition related field.

- **Active NATO or National SECRET (or higher) security clearance at the time of award**

6.5.1.b Education

- University degree with at least 24 semester hours of business or management related courses **OR** DAWIA certification in Contracting or Acquisition or equivalent.

Product Managers (4 required in 2021, 5 required in 2022-2025). This labour category is for **remote or on-site support**. Contractors wishing to propose both a remote and on-site price may do so, but HQ SACT reserves the right to make award decision contingent upon services being executed at the desired place of performance.

Contractors wishing to bid on the additional Product Manager in 2022-2025 component shall complete and submit Enclosure 5.

6.6 The Product Managers shall perform (but not be limited to) the following tasks:

- **Ensure the product direction provides value to the end user and the iHUB business value.**
- **Curate roadmaps, facilitates meetings, and administrative work to ensure the product has the support it needs to succeed.**
- **Manage the product backlog, writing acceptance criteria, and managing the product's official release.**
Lead the Iterative Planning Meetings to ensure stories are pointed accurately and prioritized in a way that best fits the needs of the users

6.6.1 The Product Managers shall be considered based on type and years' experience in the following key areas:

6.6.1.a Experience

- Proven experience with deep understanding of customers, technology, and competition, and ability to execute product strategy
- Experience driving the product vision and success across the agile team and effectively communicating this vision to product owner.
- Experience managing product roadmaps, backlogs, and prioritization.
- Experience with planning for and execution of product information campaign using modern communication channels (twitter, facebook, blogs, etc...)
- Experience working with high performing software development teams following agile methodologies (Participate in standups, retrospectives, design reviews, user research, and demos)
- Comfortable facilitating productive meetings that drive product outcomes
- Able to translate the needs of users and manage their priorities with the business value of the organization

- Knowledgeable and continuously educated on industry best practices for product managers overseeing web applications (including Agile methodologies, TDD, CI/CD, etc)
 - Previous exposure to cloud native applications, and associated production cycles
 - 3+ years of experience in a product management function
 - SCRUM Master or similar Agile Methodologies Certification
- Fluent in English (written and Oral).

6.6.1.b Education

- University degree in ICT, Business or related discipline **OR** 5 years' experience as a Product Manager

UI/UX Designer (4 required). This labour category is for remote or on-site support. Contractors wishing to propose both a remote and on-site price may do so, but HQ SACT reserves the right to make award decision contingent upon services being executed at the desired place of performance.

6.7 The UI/UX Designer shall perform (but not be limited to) the following tasks:

- **Support product teams by following User Center Design best practices in the software industry**
- **Engage with end users through the agile product development process.**
- **Establish feedback loops with customers to Build, Measure, and Learn for product development.**
- **Conduct heavy research and create mockups of potential features.**
- **Provide clarification on designs created so developers understand what a user expects from the story completion.**

6.7.1 The UI/UX Designer shall be considered based on type and years' experience in the following key areas:

6.7.1.a Experience

- UI/UX industry experience working on complex Web and/or mobile application designs.
- Strong experience in the development of artifacts such as sketches, prototypes, high-fidelity mock-ups, motion design, and project documentation
- Proficient in a variety of design and prototyping tools — Sketch, InVision, Adobe Creative Suite, Axure, or others
- Knowledge and understanding of accessibility standards, interaction and visual design trends and best practices
- Knowledge of Section 508 and W3C WCAG 2.0 guidelines
- Portfolio of work including; flows, wireframes, and visual designs
- Experience working with teams embracing Agile DevSecOps principles
- Strong skills with User Centered Design (UCD) methods
- Able to work with a balanced team approach sharing context and decisions

- Able to work with the Product Manager (PM) to iterate on the backlog
- Flexible with dynamic changes to the product
- Excellent management, communication, and presentation skills
- Experience collaborating with a team of programmers with varying skillsets
- Experience working in a rapid and iterative development environment
- Fluent in English (written and Oral)
- UI Design, UX Design, User Experience Analyst, or Customer-Centered Design Certification

6.7.1.b Education

- University degree in Human Computer Interaction, Information Science, Human Factors, Human Centered Design and Engineering, or related discipline OR 5 years' experience as a UI/UX Designer

Platform Architect (1 required). This labour category is for remote or on-site support. Contractors wishing to propose both a remote and on-site price may do so, but HQ SACT reserves the right to make award decision contingent upon services being executed at the desired place of performance.

6.8 The Platform Architect shall perform (but not be limited to) the following tasks:

- **Manage the Platform DevSecOps team including a Solutions Architect and DevSecOps engineers.**
- **Build the roadmap to continue evolving the platform into its best state.**
- **Prioritize the backlog to provide the least expensive solution to derive the most value efforts incrementally.**

6.8.1 The Platform Architect (1 required) shall be considered based on type and years' experience in the following key areas:

6.8.1.a Experience

- Proven experience with deep understanding of customers, technology, and competition, and ability to execute business value and strategy
- Experience driving the product vision and success across the agile team and effectively communicating this vision on behalf of the platform
- Experience managing product roadmaps, backlogs, and prioritization
- Experience with running a platform for web applications to run on
- Experience working with high performing software development teams following agile methodologies
- Comfortable facilitating productive meetings that drive product outcomes

- Able to translate the needs of application teams and manage their priorities with the business value of the organization
- Knowledgeable and continuously educated on industry best practices for running a cloud based platform
- Should be comfortable developing an architecture framework that ensures an interoperable set of capabilities across the NATO domain
- Comfortable with hosting services that enable developer pipelines and enhance the security and reliability of products
- Experience with data management in a cloud environment
- Previous exposure to cloud native applications, and associated production cycles
- 3+ years of experience in a product management function
- Fluent in English (written and Oral).
- Preferred active NATO or National SECRET (or higher) security clearance

6.8.1.b Education

- University degree in Information Communications Technology, Business or related discipline **OR** 5 years' experience as a Product Manager

Security Professional (1 required) **NOTE: The Security Professional labour category is required on-site only. Remote support will not be considered.**

6.9 The Security Professional shall perform (but not be limited to) the following tasks:

- **Implements policies within the iHUB to drive a security first mindset to software development.**
- **Work across all team member disciplines to ensure each practice as the correct security in place for delivering products and the organizations means of communicating.**
- **Collaborate with NCIA, NATO Software Factory, and HQ organizations to achieve platform pipeline accreditation.**
- **Create and maintain necessary security documentation for the platform and product delivery teams to enable rapid fielding of products onto NATO networks.**

6.9.1 Security Professional shall be considered based on type and years' experience in the following key areas:

6.9.1.a Experience

- Proven experience with modern software technologies and their relevancy to security
- Able to engineer, implement, and monitor security measures for the protection of computer systems, networks and information
- Able to identify and define system security requirements

- Experience designing computer security architecture and developing detailed cyber security designs
- Experience with both lean start-up and agile software development
- Strong with security principles
- Direct experience with anti-virus software, intrusion detection, firewalls and content filtering
- Knowledge of risk assessment tools, technologies and methods
- Should be comfortable with security as it applies across the NATO domain
- Experience designing secure networks, systems and application architectures
- Knowledge of disaster recovery, computer forensic tools, technologies and methods
- Experience planning, researching and developing security policies, standards and procedures
- Professional experience in a system administration role supporting multiple platforms and applications
- Ability to communicate network security issues to peers and management
- Previous exposure to cloud native applications, and associated production cycles
- Ability to read and use the results of dynamic code analysis, static code analysis, and anti-virus software
- 3+ years of experience in a product management function
- Security+, or CISSP certified required
- Fluent in English (written and Oral).
- **Active NATO or National SECRET (or higher) security clearance**

6.9.1.b Education

- University degree in Information and Communication Technologies (ICT), Business or related discipline **OR** 5 years' experience as a Product Manager

1. PERFORMANCE REQUIREMENTS AND REPORTING

The Contracting Officer shall assign a Contracting Officer's Technical Representative (COTR). The COTR shall provide direction, guidance, and support information as needed for all technical and content areas of the SOW.

The COTR shall:

- Resolve outstanding disputes, problems, deficiencies, and/or questions on the technical aspects of the SOW
- Review (and approve) all Contractor duties for completeness and accuracy
- Review the Contractor's work at a minimum of monthly, or more often if needed

The COTR's written approval of work reported and deliverables submitted is mandatory for Contractor invoices to be successfully processed. The COTR shall receive a letter of appointment from the Contracting Officer that describes in detail his roles and responsibilities to which he shall sign formal acceptance.

2. CONTRACT REPORTING

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:

- Summary of work for the reporting period.
- Contract hours expended showing a comparison with budgeted hours.
- Current or anticipated problems/deficiencies and recommended solutions.

The COTR may amend the reporting requirements to receive alternate/additional data and information on a more frequent or less frequent basis, and to 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 other team members, SMEs, and designated HQ SACT personnel. Consequently, the Contractor is expected to promptly address all identified problems and deficiencies, providing the COTR with written information on how the problem shall be corrected and any impact to on-going work.

3. PROOF OF PAST PERFORMANCE

The Contractor is to provide a minimum of one past performance citation (for work within the past seven years) to show that it has successfully completed work that is similar to the requirements outlined in this SOW. Independent Contractors may provide a Letter of Reference. The citations shall include the following information at a minimum:

- Summary of work performed that is similar to or directly relates to this SOW in size scope and value.
- Status of work (i.e., on-going, complete)
- Date of work performance
- Summary of staff used (by number and position)
- Name of client
- Complete contact information for client
- Permission to contact client for reference

4. CONTRACTOR TECHNICAL EVALUATION

Each responding Contractor Company shall be judged on technical information provided in response to this SOW to determine Technical competency. It is the responsibility of the contractor company to clearly demonstrate both the company and nominated individual are fully qualified. Proposals shall be assessed and evaluated in accordance to Annex A, Best Value Criteria to this solicitation. All applicable resumes are mandatory to enable a professional evaluation.

5. RIGHTS IN TECHNICAL DATA COMPUTER SOFTWARE

Specific information to IPR is articulated in the General Terms and Conditions that support this contract. Ref: ACT-SACT-20-23, G T&C, clause # 33.

6. 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 Intellectual Property Rights and any applicable export control laws, Ref: ACT- SACT-20-23, G T&C, clause #21 and paragraph 15 (below). **All intellectual property rights in products developed by the contractor personnel shall be the exclusive property of NATO.**

7. FURNISHED MATERIALS

For on-site work, HQ SACT shall provide all necessary working space; office furniture; telephones; computers, software, peripherals, and 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 HQ SACT facilities. Contractors shall have full access the Microsoft Office Suite, as well as Microsoft Project. HQ SACT shall not furnish computers and support equipment to contractors proposing to work remotely; ref para 3 for equipment requirements.

8. EXPORT CONTROL

NATO nations have regulations and laws applying to the export of defence related goods/ 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 statement of work 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, (Reference, Part One A, Special Terms & Conditions). The services shall be rendered at a maximum in the following locations: NATO member Nations and future NATO member Nations and NATO Partnership for Peace, Med-dialogue, Istanbul Cooperative Initiative (ICI) and contact countries. Persons exposed to the services performed under this SOW shall be nationals of NATO member Nations working for NATO Nation Governments.

THE PAGE INTENTIONALLY LEFT BLANK

TO STATEMENT OF WORK; INNOVATION IHUB DEVELOPERS

Best Value Criteria for the DEVSECOPS ENGINEER Subject Matter Expert

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 rate the candidates qualifications. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **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 (please include page number, paragraph and line number, reference to CV or links as applicable).**

Company Name:

Proposed Candidate Name:

Proposed Candidate’s Nationality:

Note: Each candidate within this category must have his/her own compliance matrix.

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW.		
Fluent in English both written and oral		
Active NATO or National SECRET (or higher) security clearance		
Minimum of 25 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation		

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. Two or more years’ experience of Kubernetes, Docker	2-3 years (1-3 Points) 3+ years (4-7 Points)		
2. Two or more years’ experience in CI/CD tools, processes, particularly in	2-3 years (1-3 Points) 3+ years (4-7 Points)		

automated testing and security aspects			
3. Experience with open source products and open standards for basic network services such as dns, email, chat, etc...	1-3 years (1-3 Points) 3+ years (4-7 Points)		
4. Development experience with shell or script languages such as Python, bash, etc...	1-3 years (1-3 Points) 3+ years (4-7 Points)		
5. Experience deploying and monitoring web applications in AWS or similar public cloud offerings	1-3 years (1-3 Points) 3+ years (4-7 Points)		
6. Experience with IaaS; implementing scalable cloud-based environments and systems; service-oriented architectures and microservices; deploying resilient, scalable, high-throughput systems	1-3 years (1-3 Points) 3+ years (4-7 Points)		
7. Experience with Infrastructure as Code and infrastructure testing strategies.	1-2 years (1-3 Points) 2+ years (4-7 Points)		
8. Experience with fully automating CI/CD pipelines end-to-end, from code commits to production.	1-2 years (1-3 Points) 2+ years (4-7 Points)		
9. Experience with systems reliability, load balancing, monitoring, logging	1-2 years (1-3 Points) 2+ years (4-7 Points)		
10. Experience developing applications embracing Agile principles.	1-2 years (1-3 Points) 2+ years (4-7 Points)		
11. A portfolio on GitHub and/or Open Source contributions Security+, or CISSP certified preferred. If yes, provide a link to your profile.	Yes or No NO 0 PT / YES 15 PTS		

<p>12. University degree in Computer Science or related discipline OR 7 years' experience as a DevSecOps Engineer</p>	<p>University degree in related field or 7 years' experience as a DevSecOps Engineer 1-7 points University degree in computer science or 10+ years' experience as a DevSecOps Engineer 7-9 Points University degree AND 7+ years' experience as DevSecOps Engineer 9-15 Points</p>		
---	---	--	--

Best Value Criteria for the FULL STACK DEVELOPER Subject Matter Expert

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 rate the candidates qualifications. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **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 (please include page number, reference to CV or links as applicable).**

Company Name:

Proposed Candidate Name:

Note: Each candidate within this category must have his/her own compliance matrix.

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW.		
Fluent in English both written and oral		
Minimum of 25 Points in the Subject Matter Expert Criteria		
Proposed key personnel citizen of NATO member nation		

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience. Failure to provide exact reference (page #) to where experience can be validated will result is disqualification.	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. Experience with REST APIs design and development	1-3 years (1-3 Points) 3+ years (4-6 Points)		
2. Experience with Microservices Architecture	1-2 years (1-3 Points) 2+ years (4-6 Points)		

3. Two or more years within the last 2 years experience in full-stack JavaScript/Python/Java development	2+ years other language 1-3 pts 2+ years JavaScript Experience 4-10 pts		
4. Two or more years' experience in front-end development (e.g. React, Angular, etc...)	2+ years other framework 1-3 pts 2+ years experience in React or Angular 4-6 pts		
5. Two or more years' experience in back-end development (e.g. Node.js, Django/Flask, SpringBoot, etc...)	2+ years other framework 1-3 points 2+ years experience in node.js 4-6 points		
6. Two or more years' experience in database design and programming (mySQL, PostgreSQL, etc...)	2-3 years (1-3 Points) 3+ years (4-6 Points)		
7. Experience with Test Driven Development (TDD)	2+ years 1-3 pts 2+ years experience 4-10 pts		
8. Experience working in a balanced team, driving technical feasibility for the product backlog	2+ years 1-3 pts 2+ years experience 4-6 pts		
9. Experience working in a pair programming environment	2+ years 1-3 pts 2+ years experience 4-6 pts		
10. Understand CI/CD concepts of software delivery	Yes – 10 Points No. – 0 Points		
11. Knowledgeable about building and maintaining a product's CI/CD pipeline	2+ years 1-3 pts 2+ years experience 4-10 pts		
12. Adopts industry best practices, with a security first mindset	Yes. – 6 Points No – 0 Points		

<p>13. University degree in Computer Science or related discipline OR 5 years' experience as a Full-Stack Engineer.</p>	<p>University degree in related field or 5 years' experience as a Full-Stack Engineer 1-2 points University degree in computer science or 7+ years' experience as a Full-Stack Engineer 3-4 Points University degree AND 7+ years' experience as Full-Stack Engineer 5-6 Points</p>		
<p>14. Active NATO or National SECRET (or higher) security clearance</p>	<p>No -0 Points Yes -5 Points</p>		
<p>15. Able to work at Innovation Lab location</p>	<p>Yes - 1 Points No - 0 Points</p>		

Best Value Criteria for the SOLUTIONS ARCHITECT Subject Matter Expert

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 rate the candidates qualifications. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **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 (please include page number, reference to CV or links as applicable).**

Company Name:

Proposed Candidate Name:

Note: Each candidate within this category must have his/her own compliance matrix.

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW.		
Fluent in English both written and oral		
Minimum of 25 Points in the Subject Matter Expert Criteria		
Proposed key personnel citizen of NATO member nation		

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience. <i>Failure to provide exact reference (page #) to where experience can be validated will result is disqualification.</i>	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. Knowledge of modern software/hardware architectures, design patterns, key hardware/software technologies and	1-3 years (1-5 Points) 3+ years (6-10 Points)		

technology paradigm shifts			
2. Familiarity with information system design tools and techniques.	1-3 years (1-5 Points) 3+ years (6-10 Points)		
3. Experience in modern Identity and Access Management solution patterns	1-3 years (1-5 Points) 3+ years (6-10 Points)		
4. Experience working with teams embracing Agile DevSecOps principles, including CI/CD with relevant certifications	1-3 years (1-5 Points) 3+ years (6-10 Points)		
5. Experience developing documentation on recommended technology solutions including research, cost analysis, risk information, and implementation strategy and able to socialize and educate	1-3 years (1-5 Points) 3+ years (6-10 Points)		
6. Industry recognizable cloud solution architect certification	No – 0 Points Yes - 15 Points		
7. Familiarity with architecture modelling standards (e.g. UML, Archimate, BPMN, ...) and working experience with architecture tools (e.g. Enterprise Architect, Power Designer, Archi, ARIS, XMLSpy ...)	1-3 years (1-5 Points) 3+ years (6-15 Points)		

8. Active NATO or National SECRET (or higher) security clearance	No –1 Point Yes –10 Points		
9. University degree in Computer Science or related discipline OR 5 years' experience as a Solutions Architect	No –1 Point Yes –10 Points		

Best Value Criteria for the DATA SCIENTIST Subject Matter Expert

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 rate the candidates qualifications. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **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 (please include page number, reference to CV or links as applicable).**

Company Name:

Proposed Candidate Name:

Note: Each candidate within this category must have his/her own compliance matrix.

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW.		
Fluent in English both written and oral		
Minimum of 25 Points in the Subject Matter Expert Criteria		
Active NATO or National SECRET (or higher) security clearance		
Proposed key personnel citizen of NATO member nation		

Item	Range	Page, Paragraph and Line Number	Score
	Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience. Failure to provide exact reference (page #) to where experience can be validated will result is disqualification.	referencing where candidates meet the criteria and how.	(100 pts possible)

<p>1. Experience with data science best practice, particularly applied mathematics and/or programming, e.g. Python or R</p>	<p>1-5 years (1-5 Points) 5+ years (6-10 Points)</p>		
<p>2. Experience working with teams embracing Agile DevSecOps principles, including CI/CD</p>	<p>1-3 years (1-2 Points) 3+ years (3-5 Points)</p>		
<p>3. Experience with Machine Learning techniques, especially on large scale datasets.</p>	<p>1-5 years (1-5 Points) 5+ years (6-10 Points)</p>		
<p>4. Experience visualizing data and producing high quality graphs and charts</p>	<p>1-3 years (1-5 Points) 3+ years (6-10 Points)</p>		
<p>5. Experience with data science public cloud offerings</p>	<p>1-3 years (1-5 Points) 3+ years (6-10 Points)</p>		
<p>6. Experience building and optimizing 'big data' data pipelines, architectures and data sets.</p>	<p>1-3 years (1-5 Points) 3+ years (6-10 Points)</p>		
<p>7. Experience with SQL, SQL Tuning, OLAP, Big Data Technologies</p>	<p>1-3 years (1-5 Points) 3+ years (6-10 Points)</p>		
<p>8. Portfolio of demonstrable products available online or/else open source contributions available online via GitLab, or similar platforms. Please provide link to</p>	<p>No –1 Point Yes – 5 Points</p>		

repository if the answer is yes.			
9. University degree in a field related to Data Science such as Data Science, Data Analytics, Mathematics, Physics, Computer Science, Software Engineering or a related discipline OR four years minimum professional experience in the area of Data Science, including providing analysis and advice in the field of data science, within the last seven year	No –1 Point Yes –10 Points		
10. Able to work at Innovation Lab location	No – 0 Points Yes – 10 Points		

Best Value Criteria for the AGILE ACQUISITION/CONTRACTING Subject Matter Expert

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 rate the candidates qualifications. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **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 (please include page number, reference to CV or links as applicable).**

Company Name:

Proposed Candidate Name:

Note: Each candidate within this category must have his/her own compliance matrix.

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW.		
Fluent in English both written and oral		
Active NATO or National SECRET (or higher) security clearance		
Minimum 3 or more years’ experience working in contracting/acquisition related field.		
Able to transit between Innovation Hub Lab location and HQ ACT		
Minimum of 25 Points in the Subject Matter Expert Criteria		
Proposed key personnel citizen of NATO member nation		

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience. Failure to provide exact reference (page #) to where experience can be validated will result is disqualification.	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. Knowledgeable about NATO-specific acquisition publications,	1-3 years (1-2 Points) 3+ years (3-5 Points)		

regulations, and requirements documents.			
2. Understands Agile practices and is able to translate and creatively utilize its methods in the NATO domain.	1-3 years (1-4 Points) 3-5 years (5-10 Points) 5+ years...(11-15 Points)		
3. Experience with managing acquisition and contract strategy	1-3 years (1-4 Points) 3+ years (5-8 Points)		
4. Experience working closely with a cross-functional team.	1-3 years (1-4 Points) 3+ years (5-8 Points)		
5. Able to facilitate meetings and ensure expected outcome is met.	1-3 years (1-2 Points) 3+ years (3-5 Points)		
6. Able to break down complex problems into small measurable parts.	1-3 years (1-2 Points) 3+ years (3-5 Points)		
7. Excellent verbal and written communication skills with the ability to adapt communication style to meet the audience.	Yes – 5 Points No – 0 Points		
8. Promotes modern technologies to inspire teams to achieve creative compliance with the NATO Acquisition Process	1-3 years (1-4 Points) 3+ years (5-10 Points)		
9. Some experience with modern software technologies and cloud-based infrastructure	1-3 years (1-10 Points) 3-7 years (11-20 Points) 7+ years. (21-25 Points)		

10. University degree with at least 24 hours in business or management related field or DAWIIA Contracting or Acquisition Certification	No -1 Point Yes -(one 7 Points) Yes - (Both 14 points)		
---	--	--	--

Best Value Criteria for the PRODUCT MANAGER Subject Matter Expert

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 rate the candidates qualifications. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **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 (please include page number, reference to CV or links as applicable).**

Company Name:

Proposed Candidate Name:

Note: Each candidate within this category must have his/her own compliance matrix.

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW.		
Fluent in English both written and oral		
3+ years of experience in a product management function		
SCRUM Master or similar Agile Methodologies Certification		
Minimum of 25 Points in the Subject Matter Expert Criteria		
Proposed key personnel citizen of NATO member nation		

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience. Failure to provide exact reference (page #) to where experience can be validated will result in disqualification.	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. Proven experience with deep understanding of customers, technology, and	1-3 years (1-5 Points) 3+ years (6-10 Points)		

competition, and ability to execute product strategy.			
2. Experience driving the product vision and success across the agile team and effectively communicating this vision to product owner.	1-3 years (1-5 Points) 3+ years (6-10 Points)		
3. Experience managing product roadmaps, backlogs, and prioritization.	1-3 years (1-5 Points) 3+ years (6-10 Points)		
4. Experience with planning for and execution of product information campaign using modern communication channels (twitter, facebook, blogs, etc...)	1-3 years (1-5 Points) 3+ years (6-10 Points)		
5. Experience leading high performing software development teams following agile methodologies (Participate in standups, retrospectives, design reviews, user research, and demos)	1-3 years (1-5 Points) 3+ years (6-10 Points)		
6. Comfortable facilitating productive meetings that drive product outcomes.	1-3 years (1-2 Points) 3+ years (3-5 Points)		

<p>7. Able to translate the needs of users and manage their priorities with the business value of the organization</p>	<p>1-3 years (1-5 Points) 3+ years (6-10 Points)</p>		
<p>8. Knowledgeable and continuously educated on industry best practices for product managers overseeing we applications (including Agile methodologies, TDD, CI/CD, etc)</p>	<p>1-3 years (1-4 Points) 3-5 years (5-10 Points) 5+ years....(11-15 Points)</p>		
<p>9. Previous exposure to cloud native applications, and associated production cycles</p>	<p>1-3 years (1-5 Points) 3+ years (6-10 Points)</p>		
<p>10. Active NATO or National SECRET (or higher) security clearance</p>	<p>Yes (5 Points) No (0 Points)</p>		
<p>11. University degree in ICT, Business or related discipline OR 5 years' experience as a Product Manager</p>	<p>Yes (5 Points) No (0 Points)</p>		

Best Value Criteria for the UI/UX DESIGNER Subject Matter Expert

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 rate the candidates qualifications. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **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 (please include page number, reference to CV or links as applicable).**

Company Name:

Proposed Candidate Name:

Note: Each candidate within this category must have his/her own compliance matrix.

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW.		
Fluent in English both written and oral		
Minimum of 25 Points in the Subject Matter Expert Criteria		
Proposed key personnel citizen of NATO member nation		

	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience. Failure to provide exact reference (page #) to where experience can be validated will result is disqualification.	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. UI/UX industry experience working on complex Web and/or mobile application designs.	1-3 years (1-3 Points) 3+ years (4-6 Points)		

2. Strong experience in the development of artifacts such as sketches, prototypes, high-fidelity mock-ups, motion design, and project documentation	1-3 years (1-3 Points) 3+ years (4-6 Points)		
3. Proficient in a variety of design and prototyping tools — Sketch, InVision, Adobe Creative Suite, Axure, or others	1-3 years (1-3 Points) 3+ years (4-6 Points)		
4. Knowledge and understanding of accessibility standards, interaction and visual design trends and best practices	1-3 years (1-2 Points) 3+ years (3-5 Points)		
5. Knowledge of Section 508 and W3C WCAG 2.0 guidelines	1-3 years (1-2 Points) 3+ years (3-5 Points)		
6. Portfolio of work including; flows, wireframes, and visual designs	Yes - 10 Points No - 0 Points		
7. Experience working with teams embracing Agile DevSecOps principles	1-3 years (1-2 Points) 3+ years (3-5 Points)		
8. Strong skills with User Centered Design (UCD) methods	1-3 years (1-2 Points) 3+ years (3-5 Points)		
9. Able to work with a balanced team approach sharing context and decisions	1-3 years (1-2 Points) 3+ years (3-5 Points)		
10. Able to work with the Product Manager	1-3 years (1-2 Points) 3+ years (3-5 Points)		

(PM) to iterate on the backlog			
11. Flexible with dynamic changes to the product	1-3 years (1-2 Points) 3+ years (3-5 Points)		
12. Excellent management, communication, and presentation skills	1-3 years (1-2 Points) 3+ years (3-5 Points)		
13. Experience collaborating with a team of programmers with varying skillsets	1-3 years (1-3 Points) 3+ years (4-6 Points)		
14. Experience working in a rapid and iterative development environment	1-3 years (1-3 Points) 3+ years (4-6 Points)		
15. UI Design, UX Design, User Experience Analyst, or Customer-Centered Design Certification	No -0 Points Yes -5 Points		
16. University degree in Human Computer Interaction, Information Science, Human Factors, Human Centered Design/Engineering, or related discipline OR 3 years' experience as a UI/UX Designer	No -0 Points Yes -10 Points		
17. Active NATO or National SECRET (or higher) security clearance	No - 0 Points Yes -5 Points		

Best Value Criteria for the PLATFORM ARCHITECT Subject Matter Expert

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 rate the candidates qualifications. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **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 (please include page number, reference to CV or links as applicable).**

Company Name:

Proposed Candidate Name:

Note: Each candidate within this category must have his/her own compliance matrix.

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW.		
Fluent in English both written and oral		
3+ years of experience in a product management function		
Minimum of 25 Points in the Subject Matter Expert Criteria		
Proposed key personnel citizen of NATO member nation		

	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience. Failure to provide exact reference (page #) to where experience can be validated will result is disqualification.	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. Proven experience with deep understanding of customers, technology, and competition, and ability to execute business value and strategy.	1-3 years (1-5 Points) 3+ years (6-10 Points)		

2. Experience driving the product vision and success across the agile team and effectively communicating this vision on behalf of the platform	1-3 years (1-5 Points) 3+ years (6-10 Points)		
3. Experience managing product roadmaps, backlogs, and prioritization	1-3 years (1-5 Points) 3+ years (6-10 Points)		
4. Experience working with high performing software development teams following agile methodologies	1-3 years (1-5 Points) 3+ years (6-10 Points)		
5. Comfortable facilitating productive meetings that drive product outcomes	1-3 years (1-2 Points) 3+ years (3-5 Points)		
6. Able to translate the needs of application teams and manage their priorities with the business value of the organization	1-3 years (1-2 Points) 3+ years (3-5 Points)		
7. Knowledgeable and continuously educated on industry best practices for running a cloud based platform	1-3 years (1-5 Points) 3+ years (6-10 Points)		
8. Should be comfortable developing an architecture framework that ensures an interoperable set of capabilities across the NATO domain.	1-3 years (1-2 Points) 3+ years (3-5 Points)		
9. Comfortable with hosting services that enable developer	1-3 years (1-2 Points) 3+ years (3-5 Points)		

pipelines and enhance the security and reliability of products			
10. Experience with data management in a cloud environment	1-3 years (1-5 Points) 3+ years (6-10 Points)		
11. Previous exposure to cloud native applications, and associated production cycles	1-3 years (1-5 Points) 3+ years (6-10 Points)		
12. University degree in Information and Communication Technologies (ICT) or related discipline OR 5 years' experience as a Product Manager	No –0 Points Yes –5 Points		
13. Active NATO or National SECRET (or higher) security clearance	No – 0 Points Yes –5 Points		

Best Value Criteria for the SECURITY PROFESSIONAL Subject Matter Expert

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 rate the candidates qualifications. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **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 (please include page number, reference to CV or links as applicable).**

Company Name:

Proposed Candidate Name:

Note: Each candidate within this category must have his/her own compliance matrix.

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW.		
Fluent in English both written and oral		
Citizen of a NATO member country		
Security+, or CISSP certified required		
Active NATO or National SECRET (or higher) security clearance		
Minimum of 25 Points in the Subject Matter Expert Criteria		

	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience. Failure to provide exact reference (page #) to where experience can be validated will result is disqualification.	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)

1. Proven experience with modern software technologies and their relevancy to security.	1-3 years (1-3 Points) 3+ years (4-6 Points)		
2. Able to engineer, implement, and monitor security measures for the protection of computer systems, networks, and information	1-3 years (1-4 Points) 3-5 years (5-10 Points) 5+ years....(11-15 Points)		
3. Able to identify and define system security requirements	1-3 years (1-5 Points) 3+ years (6-10 Points)		
4. Experience designing computer security architecture and developing detailed cyber security designs	1-3 years (1-3 Points) 3+ years (4-6 Points)		
5. Experience with both lean start-up and agile software development	1-3 years (1-3 Points) 3+ years (4-6 Points)		
6. Direct experience with anti-virus software, intrusion detection, firewalls, and content filtering	1-3 years (1-5 Points) 3+ years (6-10 Points)		
7. Knowledge of risk assessment tools technologies and methods	1-3 years (1-5 Points) 3+ years (6-10 Points)		
8. Experience planning, researching, and developing security policies, standards, and procedures	1-3 years (1-3 Points) 3+ years (4-6 Points)		

9. Professional experience in a system administration role supporting multiple platforms and applications.	1-3 years (1-3 Points) 3+ years (4-6 Points)		
10. Ability to communicate network security issues to peers and management	1-3 years (1-2 Points) 3+ years (3-5 Points)		
11. Previous exposure to cloud native applications, and associated production cycles	1-3 years (1-2 Points) 3+ years (3-5 Points)		
12. Ability to read and use the results of dynamic code analysis, static code analysis, and anti-virus software.	1-3 years (1-2 Points) 3+ years (3-5 Points)		
13. 3+ years of experience in a product management function .	1-3 years (1-2 Points) 3+ years (3-5 Points)		
14. University degree in Information and Communication Technologies (ICT) or related discipline OR 5 years' experience as a Product Manager	Yes – 5 Points No – 1 Point		

HQ SACT GENERAL CONTRACT TERMS AND CONDITIONS

Index of Clauses

- 1. Definitions**
- 2. Applicable Law**
- 3. Assignment**
- 4. Acceptance**
- 5. Service and Parts Availability**
- 6. Preferred Customer**
- 7. Notice of Shipment**
- 8. Security**
- 9. Inspection**
- 10. Title**
- 11. Supply Warranty**
- 12. Invoices**
- 13. Payment**
- 14. Taxes**
- 15. Excusable Delays**
- 16. Indemnity**
- 17. Disputes**
- 18. Termination for Convenience**
- 19. Termination for Default**
- 20. Limitation of Liability**
- 21. Export Control**
- 22. Risk of Loss**
- 23. Authorization to Perform**
- 24. Performance**
- 25. Travel**
- 26. Proposed Candidates**
- 27. Partial Awards**
- 28. Competition**
- 29. Contractor Notice Regarding Delay**
- 30. Notice of Assistance with respect to Patent and Copy Right Infringement**
- 31. Health and Safety and Accident Prevention**
- 32. Patent Indemnity**
- 33. Rights in Technical Data and Computer Software**
- 34. Software Releases and Updates**
- 35. Inconsistency between English version and Translation of Contract**
- 36. Contract Effective Date**
- 37. Enforcement**
- 38. Order of Precedence**
- 39. Entire Agreement**

1. Definitions. As used throughout this contract, the following terms shall have meanings as set forth below:

a. "HQ SACT" means the Supreme Headquarters Allied Command Transformation, located at 7857, Blandy Road, Suite 100, Norfolk, Virginia, United States of America. Wherein a subordinate command is referred, it shall have equal meaning and representation as HQ SACT. (HQ SACT SEE, JALLC, JWC, JFTC).

b. Contracting Officer means the person executing and managing this contract on behalf of HQ SACT.

c. Inspector means a person appointed by the Contracting Officer for the purpose of determining compliance with the technical requirements of the contract.

d. The North Atlantic Treaty Organization is hereafter referred to as "NATO".

e. The term "days" shall be interpreted as meaning calendar days

2. Applicable law. Except as otherwise provided in this contract, this contract shall be governed, interpreted and construed with the laws of the commonwealth of Virginia of the United States of America.

3. Assignment. This agreement is not assignable by the Contractor either in whole or in part unless agreed in writing by HQ SACT Contracting Officer in accordance with;

a. Any modifications, including changes, additions or deletions and instructions under this contract shall not be binding unless issued in writing by the Contracting Officer

b. Sub-contractors shall be limited to citizens or legal entities of member nations of NATO, unless specifically authorized by the Contracting Officer.

c. The Contractor shall determine that any sub-contractor proposed by him for the furnishing of supplies or services which shall involve access to classified information in the Contractor's custody has been granted an appropriate facility security clearance by the sub-contractor's national authorities, which is still in effect, prior to being given access to such classified information.

4. Acceptance

a. Acceptance or rejection of the supplies shall be made as promptly as practicable after delivery, except as otherwise provided in this contract.

b. Acceptance shall be conclusive, except for latent defects, fraud, gross mistakes amounting to fraud, or otherwise stated in the Contract. It is the action by which HQ SACT acknowledges that the Contractor has fully demonstrated that the deliveries are HQ SACT General Terms & Conditions complete and operational. The formal acceptance will take place when the following requirements have been met:

- Availability at final destination of all deliverables.

- Successful completion of acceptance testing.

- Verification of the inventory.
 - Satisfactory completion of all training or other services, if any, required by that date.
 - Agreement between the Contracting Officer and the Contractor on a discrepancy list (if necessary) and corresponding clearance dates.
- c. When discrepancies exist and if these do not prevent satisfactory use or operation of the supplies, the Contracting Officer may declare the acceptance provisional. In this case he will withhold from payment an amount commensurate with the importance of the discrepancies but in any case not less than ten (10) percent of the total contract value and this until all discrepancies have been cleared; at that time the acceptance becomes final.

5. Service and Parts Availability. Unless as specified otherwise in the Technical Specifications, the Contractor and his subcontractors will maintain and furnish a source of an adequate supply of services, components, spare parts and sub-assemblies to properly maintain the supplies for a period of minimum five (5) years from Contract Effective Date.

6. Preferred Customer

a. The Contractor warrants that the prices set forth in this contract are as favourable as those extended to any Government, Agency, Company, Organization or individual purchasing like quantities covered by the contract under similar conditions. In the event that prior to complete delivery under this contract the Contractor offers any of such items in substantially similar quantities to any customer at prices lower than those set forth herein, the Contractor shall so notify HQ SACT and the prices of such items shall be correspondingly reduced by a supplement to this contract.

b. Prices in this sense means "Base Price" prior to applying any bonuses.

7. Notice of Shipment

a. At the time of delivery of any supplies to a carrier for transportation, the Contractor shall give notice of shipment to the Contracting Officer and to such other persons or installations as are designated by the Contracting Officer. If such instructions have not been received by the Contractor at least one working day prior to such delivery to a carrier, the Contractor shall request instructions from the Contracting Officer concerning notice of shipment to be given.

b. The following information shall be included in such notification:

(1) Contract Number

(2) Shipping address

From: (Name and complete address of consignor) To: (Name and complete address of consignee)

(3) Listing of supplies by Contract Items(s)

(4) Number of and marking on packages(s)

(5) Weight and dimensions of packages(s)

(6) Name and address of Carrier, mode and date of shipment with waybill number,

(7) Customs documents required by Contractor (if applicable).

8. Security

a. The Contractor shall comply with all security requirements prescribed by HQ SACT and the National Security Authority or designated security agency of each NATO country in which the contract is performed.

b. The Contractor shall be responsible for the safeguarding of NATO classified information, material and equipment entrusted to him or generated by him in connection with the performance of the contract.

c. Any known or suspected breaches of security or other matters of security significance shall be reported by the Contractor to the Contracting Officer and to the National Security Authority or designated security agency.

d. The Contractor shall apply to the Contracting Officer for approval before sub- contracting any part of the work, if the sub-contract would involve the sub-contractor in access to classified information. The Contractor shall place the sub-contractor under security obligations no less stringent than those applied to his own contract

9. Inspection

a. Unless otherwise specifically provided for in the specifications, all equipment, materials and articles incorporated in the work covered by this contract are to be new and of the most suitable grade of their respective kinds for the purposes intended. All workmanship shall be first class.

b. All supplies (which terms throughout this clause includes without limitation raw materials, components, intermediate assemblies, and end products) shall be subject to inspection and test by HQ SACT, to the extent practicable at all times and places including the period of manufacture, and in any event prior to acceptance.

c. In case any supplies are defective in material or workmanship or otherwise not in conformity with the requirements of this contract, HQ SACT shall have the right either to reject them (with or without instructions as to their disposition) or to require their correction or to accept them against reduction in price which is equitable under the circumstances.

d. If any inspection or test is made by HQ SACT on the premises of the Contractor or sub-contractor, the Contractor without additional charge shall provide all reasonable facilities and assistance to inspectors in the performance of their duties. If HQ

SACT inspection or test is made at a point other than the premises of the Contractor or a sub-contractor, it shall be at the expense of HQ SACT except as otherwise provided in this contract. In case of rejection HQ SACT shall not be liable for any reduction in value of samples used in connection with such inspection or test. HQ SACT reserves the right to charge to the Contractor any additional cost of HQ SACT inspection and test when supplies are not ready at the time such inspection, when test is requested by Contractor or when re-inspection or retest is necessitated by prior rejection. Failure to inspect supplies shall neither relieve the Contractor from responsibility for such supplies as are not in accordance with the contract requirements nor impose liability on HQ SACT therefore.

e. The inspection and test by HQ SACT of any supplies does not relieve the Contractor from any responsibility regarding defects or other failures to meet the contract requirements which may be discovered prior to acceptance. Except as otherwise provided in the contract, acceptance shall be conclusive except as regards latent defects, hidden deficiencies, fraud, or such gross mistakes as amount to fraud.

10. Title. Unless specified elsewhere in this contract, title to supplies furnished under this contract shall pass to HQ SACT upon acceptance, regardless of when or where HQ SACT takes physical possession.

11. Supply Warranty

a. Notwithstanding inspection and acceptance by HQ SACT of supplies furnished under the contract or any provision of this contract concerning the conclusiveness thereof, the Contractor warrants that for a period of twelve (12) months following the date of acceptance:

(1) All supplies furnished under this contract will be free from defects in material or workmanship and will conform with the specifications and all other requirements of this contract; and

(2) The preservation, packaging, packing and marking and the preparation for and method of shipment of such supplies will conform with the requirements of this contract.

b. The Contracting Officer shall give written notice to the Contractor of any breach of the warranties in paragraph a. of this clause within thirty (30) days after discovery of any defect.

c. Within a reasonable time after such notice, the Contracting Officer may either:

(1) By written notice require the prompt correction or replacement of any supplies or part thereof (including preservation, packaging, packing and marking) that do not conform with requirements of this contract within the meaning of Paragraph a. of this clause; or

(2) Retain such supplies, whereupon the contract price thereof shall be reduced by an amount equitable under the circumstances and the Contractor shall promptly make appropriate payment.

d. When return, correction or replacement is required, the Contracting Officer shall return the supplies and transportation charges and responsibility for such supplies while in transit shall be borne by the Contractor. However, the Contractor's liability for such transportation charges shall not exceed an amount equal to the cost of transportation by the usual commercial method of shipment between the designated destination point under this contract and the Contractor's plant and return.

e. If the Contractor does not agree as to his responsibility to correct or replace the supplies delivered, he shall nevertheless proceed in accordance with the written request issued by the Contracting Officer per paragraph c to correct or replace the defective or nonconforming supplies. In the event it is later determined that such supplies were not defective or nonconforming within the provisions of this clause, the contract price will be equitably adjusted. Failure to agree to such an equitable adjustment of price shall be a dispute concerning a question of fact within the meaning of the clause of this contract entitled "Dispute".

f. Any supplies or parts thereof furnished in replacement pursuant to this clause shall also be subject to all the provisions of this clause to the same extent as supplies initially delivered. Corrected parts will be

warranted for a period not less than six (6) months starting at the time the part is received back at the user's location.

g. In case of a provisional acceptance the warranty period starts at the date of provisional acceptance and ends twelve (12) months after the date of provisional acceptance.

h. Failure to agree upon any determination to be made under this clause shall be a dispute concerning a question of fact within the meaning of the "Disputes" clause of this contract.

i. The word "supplies" as used herein includes related services.

j. The rights and remedies of HQ SACT provided in this clause are in addition to and do not limit any rights afforded to HQ SACT by any other clause of the contract.

12. Invoices

a. The contractor shall submit an original invoice and three (3) copies (or electronic invoice, if authorized) to the address designated in the contract to received invoices. All invoices shall be submitted no later than 30 days upon completion of work or services performed. Standard Payment Terms are NET 30 days. An invoice must include: 1) Name and address of the Contractor; 2) Invoice date; 3) Purchase Order number and Purchase Order or Contract line item number; 4) Description, quantity, unit of measure, unit price and extended price of the items delivered; 5) Shipping number and date of shipment including the bill of lading number and weight of shipment if shipped on a bill of lading; 6) Terms of any prompt payment discount offered; 7) Name and address of official to whom payment is to be sent; and 8) Name, title, and phone number of person to be notified in event of defective invoice. All invoices shall be certified by the signature of a duly authorized company representative. Invoices for Contractor Travel shall include: 1) Contractor name; 2) Date of Travel; 3) Number of days; 4) Destinations. All invoices shall be submitted to:

HQ SACT

Accounts Payable 7857 Blandy Road
Suite 100, SR-82,
Norfolk, VA 23551-2490

b. Electronic Fund Transfer is the prescribed method of payment for HQ SACT. Contractors are requested to submit copies of banking information. Such information shall be submitted to HQ SACT 14 days prior to any contract award.

13. Payment. Payment shall be made for items accepted by HQ SACT that have been delivered to the delivery destinations set forth in this contract. Payments under this contract may be made by HQ SACT by electronic funds transfer payments or (check in exceptional cases) and shall submit this designation to the contracting officer as directed. In the event the Contractor, during the performance of this contract, elects to designate a different financial institution for receipt of any payment made using electronic funds transfer procedures, notification of such change and the required information must be obtained by HQ SACT thirty (30) days prior to the date such change is to become effective. The documents furnishing the information required in this clause must be dated and contain the signature, title, and telephone number of the Contractor official authorized to provide it, as well as the Contractor's name and Purchase Order number. Contractor failure to properly designate a financial institution or to provide appropriate payee bank account information may delay payments of amounts otherwise properly due. Discount time will be computed from date of delivery at place of acceptance or from receipt of correct invoice at the office specified by HQ SACT, whichever is later. For the purpose of computing

the discount earned, payment shall be considered to have been made on the date which appears on the payment check or the specified payment date if an electronic funds transfer payment is made.

14. Taxes. The contract excludes all applicable Federal, State, and local taxes and duties. HQ SACT is a tax-exempt organization.

15. Excusable Delays. The Contractor shall be liable for default unless non-performance is caused by an occurrence beyond the reasonable control of the Contractor and without its fault or negligence such as, acts of God or the public enemy, acts of HQ SACT in its sovereign or contractual capacity, fires, floods, epidemics, quarantine restrictions, strikes, unusually severe weather, and delays of common carriers. The Contractor shall notify the contracting Officer in writing as soon as is reasonably possible after the commencement of any excusable delay, setting forth the full particulars in connection therewith, shall remedy such occurrence with all reasonable dispatch, and shall promptly give written notice to the Contracting Officer of the cessation of such occurrence.

16. Indemnity. The contractor shall indemnify HQ SACT and its officers, employees and agents against liability, including costs for actual or alleged direct or contributory infringement of or inducement to infringe, any United States or foreign patent, trademark, copyright, or other intellectual property right, arising out of the performance of this contract, provided the Contractor is reasonably notified of such claims and proceedings.

17. Disputes. Except as otherwise provided, during the period of performance, any dispute between the parties arising out of the performance of this contract which is not disposed of by agreement shall be decided by the HQ SACT Contracting Officer, who shall reduce his decision to writing and mail or otherwise furnish a copy thereof to the Contractor. The decision of HQ SACT shall be final and conclusive unless, within thirty (30) days from the date of receipt of such copy, the Contractor mails or otherwise furnishes to HQ SACT a written appeal. In connection with any appeal of HQ SACT decision under this paragraph, the Contractor shall be afforded an opportunity to be heard and to offer evidence in support of its appeal. A decision shall be rendered within thirty (30) days of receipt of appeal. HQ SACT FC decision is final.

18. Termination for Convenience. HQ SACT reserves the right to terminate this contract, or any part hereof, for its sole convenience. In the event of such termination, the Contractor shall immediately stop all work hereunder and shall immediately cause any and all of its suppliers and subcontractors to cease work. Subject to the terms of this contract, the Contractor shall be paid a percentage of the contract price reflecting the percentage of the work performed prior to the notice of termination, plus reasonable charges the Contractor can demonstrate to the satisfaction of HQ SACT using its standard record keeping system have resulted from the termination. In the event of the failure of the Contractor and the Contracting Officer to agree as provided in paragraph

d. upon the whole amount to be paid to Contractor by reason of the termination of work pursuant to this clause, the Contracting Officer shall pay to the Contractor the amounts determined by the Contracting Officer. The Contractor shall not be required to comply with the cost accounting standards or contract cost principles for this purpose. This paragraph does not give SACT any right to audit the Contractor's records. The Contractor shall not be paid for any work performed or costs incurred which reasonably could have been avoided.

19. Termination for Default

a. HQ SACT may, subject to the provisions or paragraph c. below, by written notice of default to the Contractor, terminate the whole or any part of this contract in any one of the following circumstances:

(1) If the Contractor fails to make delivery of the supplies or to perform the Services within the time specified herein or any extension thereof; or

(2) If the Contractor fails to perform any of the other provisions of this contract, or so fails to make progress as to endanger performance of this contract in accordance with its terms and in either of these two circumstances does not cure such failure within a period of ten days (or such longer period as the Contracting Officer may authorize in writing) after receipt of notice from the Contracting Officer specifying such failure.

b. In the event HQ SACT terminates this contract in whole or in part as provided in paragraph a. of this clause, HQ SACT may procure supplies or services similar to those so terminated and the Contractor shall be liable to HQ SACT for any excess costs for such similar supplies or services. The Contractor shall continue the performance of this contract to the extent not terminated under the provisions of this clause.

c. Except with respect to defaults of sub-contractors, the Contractor shall not be liable for any excess costs if the failure to perform the contract arises out of causes beyond the control and without the fault or negligence of the contractor. If the failure to perform is caused by the default of a sub-contractor, and if such default arises out of causes beyond the control of both the Contractor and sub-contractor, without the fault or negligence of either of them, the Contractor shall not be liable for any excess costs for failure to perform unless the supplies or services to be furnished by the sub-contractor were obtainable from other sources in sufficient time to permit the Contractor to meet the required delivery schedule.

d. If this contract is terminated as provided in paragraph a. of this clause, HQ SACT, in addition to any other rights provided in the clause, may require the Contractor to transfer title and deliver to HQ SACT in the manner and to the extent directed by the Contracting Officer:

(1) Any completed supplies and

(2) Such partially completed supplies and materials, parts, tools, die, jigs, Fixtures, plans, drawings, information and contract rights (hereinafter called "Manufacturing materials") as the Contractor has specifically produced or Specifically acquired for the performance of such part of this contract as has been terminated; and the Contractor shall, upon direction of the Contracting Officer, protect and preserve property in the possession of the Contractor in which HQ SACT has an interest. Payment for completed supplies delivered to and accepted by HQ SACT shall be at the contract price. Payment for manufacturing materials delivered to and accepted by HQ SACT and for the protection and preservation of property shall be in an amount agreed upon by the Contractor and Contracting Officer; failure to agree such amount shall be a dispute concerning a question of fact within the meaning of the clause of this contract entitled "Dispute". HQ SACT may withhold from amounts otherwise due the Contractor for such completed supplies or manufacturing materials such sum as the Contracting Officer determines to be necessary to protect HQ SACT against loss because of outstanding liens or claims of former lien holders.

e. If, after notice of termination of this contract under the provisions of this clause, it is determined for any reason that the Contractor was not in default under the provisions of this clause, or that the default was excusable under the provisions of this clause, the rights and obligations of the parties shall, if the

contract contains a clause providing for termination for convenience of HQ SACT, be the same as if the notice of termination had been issued pursuant to such clause. If, after such notice of termination of this contract under the provisions of this clause, it is determined for any reason that the Contractor was not in default under the provisions of this clause, and if this contract does not contain a clause providing for termination for convenience of HQ SACT the contract shall be equitably adjusted to compensate for such termination and the contract modified accordingly; failure to agree to any such adjustment shall be a dispute concerning a question of fact within the meaning of the clause of this contract entitled "Disputes".

f. Both parties are under duty of good faith. The contract includes not only the specific terms, but also law and customary practice applicable in the place where the contract is to be carried out and to the Type of Trade to which the contract relates.

20. Limitation of Liability. Except as otherwise provided by an express or implied warranty, the Contractor will not be liable to HQ SACT for consequential damages resulting from any defects or deficiencies in accepted items

21. Export Control. Contractor warrants that, if applicable all necessary technical assistance agreements (TAA), export control or other associated arrangements shall be valid prior to contract award. Should a Contractor require export pre-approval HQ SACT legal staff will be provided a preview of said companies request PRIOR to the companies submission to a Government entity. Upon validation of request by HQ SACT Legal staff, subject agreement or request may be submitted to appropriate authority. (Please note: There are no specified time delays regarding TAA, aor export control request being processed. However, experience has shown request can take anywhere from 30 days to 90 days depending on complexity of request, and administrative preparedness).

22. Risk of Loss. Unless the contract specifically provides otherwise, risk of loss or damage to the supplies provided under this contract shall remain with the Contractor until, and shall pass to HQ SACT upon: 1) Delivery of the supplies to a carrier, if transportation is f.o.b. origin; or 2) Delivery of the supplies to HQ SACT at the destination specified in the contract, if transportation is f.o.b. destination.

23. Authorization to Perform. The Contractor warrants that he and his sub- contractors have been duly authorized to operate and do business in the country or countries in which this contract is to be performed; that he and his sub-contractors have obtained all necessary licenses and permits required in connection with the contract; that he and the sub-contractors will fully comply with all the laws, decrees, labour standards and regulations of such country or countries during the performance of this contract; and that no claim for additional moneys with respect to any authorizations to perform will be made upon HQ SACT.

24. Performance. Candidates/contractors who accept HQ SACT issued contracts, shall, at a minimum, serve in a designated capacity for no less than 180 calendar days from commencement of contract period of performance. Contracts' with performance periods having less than 180 days in totality shall require contractors to serve a minimum of 50% of estimated performance period. Should a candidate vacate the contract in less time than described, HQ SACT reserves the right to cancel the contract in whole or part. Replacement candidates, if acceptable to HQ SACT, shall be reviewed by HQ SACT for compliance, and, or technical acceptance per the original Statement of Work and final acceptance by HQ SACT Contracting Officer.

25. Travel. In accordance with AFM Section 24, Contractor Travel, travel by contractors in support of the HQ SACT mission will only be performed when a member of the approved International HQ SACT Peacetime Establishment is unable to perform the mission. Once contractor travel has been established under a contract and a contractor is tasked to travel, the HQ SACT Contractor Travel Request form must be filled out and approved prior to any travel being conducted. The in-house Travel Agency will set the Transport Ceiling Cost and at that time the contractor may elect to book their transportation with the in-house travel agency. (Please refer to Clause Number 7 above).

Transport tickets purchased through the in-house travel agency will be reimbursed by the HQ SACT entity directly to the in-house travel agency, and the applicable travel line of the contract will be charged. These costs will not be invoiced by, or paid to, the contractor company. When transport tickets are purchased through another source only the ceiling cost allocated by the in-house travel agency will be reimbursed to the contractor company. Per Diem is based on the NATO Group One subsistence allowance, which covers meals, lodging, incidental expenses and any applicable overhead and/or fees. Per Diem Reimbursement will only be made at these rate amounts. NATO Group III daily subsistence allowances are posted on HQ SACT website at <http://www.act.nato.int/contracting>.

26. Proposed Candidates. No proposals shall be accepted or considered for candidates already assigned to an existing contract with HQ SACT, without the prior permission of the Contracting Officer. .

27. Partial awards will be allowed when determined in the best interests of NATO. The Contracting Awards Board and the Contracting Officer, when deemed prudent and necessary have the authority to make this determination. Partial bidding shall be consistent with released solicitation.

28. Competition. HQ SACT reserves the right to engage in Full and Open Competition after exclusion of sources.

29. Contractor Notice Regarding Delay. In the event the Contractor encounters difficulty in meeting performance requirements, or when he anticipates difficulty in complying with the contract delivery schedule or date, he shall immediately notify the Contracting Officer in writing, giving pertinent details; provided, however, that this data shall be informational only in character and that this provision shall not be construed as a waiver by HQ SACT of any delivery schedule or date, or of any rights or remedies provided by law or under this contract.

30. Notice and Assistance regarding Patent and Copyright Infringement

a. The Contractor shall report to the Contracting Officer, promptly and in reasonable written detail, each notice or claim of patent or copyright infringement based on the performance of this contract of which the Contractor has knowledge.

b. In the event of any claim or suit against HQ SACT on account of any alleged patent or copyright infringement arising out of the performance of this contract or out of the use of any supplies furnished or work or services performed hereunder, the Contractor shall furnish to HQ SACT, when requested by the Contracting Officer, all evidence and information in possession of the Contractor pertaining to such suit or claim. Such evidence and information shall be furnished at the expense of HQ SACT except where the Contractor has agreed to indemnify HQ SACT.

c. This clause shall be included in all sub-contracts.

31. Health, Safety and Accident Prevention. If the Contracting Officer notifies the Contractor in writing of any non-compliance in the performance of this contract, with safety and health rules and

requirements prescribed on the date of this contract by applicable national or local laws, ordinances and codes, and the Contractor fails to take immediate corrective action, the Contracting Officer may order the Contractor to stop all or part of the work until satisfactory corrective action has been taken. Such an order to stop work shall not entitle the Contractor to an adjustment of his contract price or other reimbursement for resulting increased costs, or to an adjustment of the delivery or performance schedule.

32. Patent Indemnity. If the amount of this contract is in excess of \$1,000,000 , the Contractor shall indemnify HQ SACT and its officers, agents and employees against liability, including costs, for infringement of any letters patent (except letters patent issued upon an application which is now or may hereafter be kept secret or otherwise withheld from issue by order of the government which issued the letters patent) arising out of the manufacture or delivery of supplies under this contract, or out of the use or disposal by or for the account of HQ SACT of such supplies. The foregoing indemnity shall not apply unless the Contractor shall have been informed as soon as practicable by HQ SACT of the suit or action alleging such infringement and shall have been given such opportunity as is afforded by applicable laws, rules, or regulations to participate in the defence thereof; and further, such indemnity shall not apply to:

- a. An infringement resulting from compliance with specific written instructions of the Contracting Officer directing a change in the supplies to be delivered or in the materials or equipment to be used or directing a manner of performance of the Contract not normally used by the Contractor;
- b. An infringement resulting from an addition to, or change in, such supplies or components furnished which addition or change was made subsequent to delivery or performance by the Contractor; or
- c. A claimed infringement which is settled without the consent of the Contractor, unless required by a court of competent jurisdiction.

33. Rights in Technical Data and Computer Software

a. Ownership of Work Product. HQ SACT is and shall be the sole and exclusive owner of all right, title, and interest throughout the world in and to all the results and proceeds of the Research performed under this Agreement, including but not limited to inventions, derivative works, documents, reports, summaries, raw data, algorithms, charts, graphs, research results, methods, models, maps or drawings, tools, software (including source code), and other works which are created due to or as part of the Research by the Foundation, and including all patents, copyrights, trademarks, trade secrets and other Work Product (all of the above-described results and proceeds of the Research are herein referred to as "Work Product") and shall be deemed to be work made for hire. Accordingly, Sponsor may modify, protect, publish, incorporate into other documents, share with others, or otherwise use without restriction all aspects of the Work Product as HQ SACT deems fit in its sole discretion. The Foundation will not in any way use, license, or allow third parties to use the Work Product or any portion thereof without the express prior written consent of Sponsor.

b. Technical data and software delivered under this contract shall be marked with the number of this contract, name of Contractor and the rights transferred to HQ SACT.

34. Software Releases and Updates.

a. All software implemented on or delivered with the supplies shall be at the start of acceptance, the most recent versions or releases as available.

b. The Contractor shall for a duration of minimum five (5) years after acceptance, and upon their availability, offer to HQ SACT all software changes, fixes and new releases. These shall be offered at no cost when they are offered free of charge on the commercial market.

35. Inconsistency between English Version and Translation of Contract. In the event of inconsistency between any terms of this contract and any translation thereof into another language, the English language meaning shall control

36. Contract Effective Date (CED). The effective date of the contract is the date of last signature by the contracting parties, or a specific date set forth in the Contract.

37. Enforcement. Failure by either party to enforce any provision of this contract will not be deemed a waiver of future enforcement of that or any other provision. The invalidity or unenforceability of any provision of this contract shall not affect the other provisions hereof, and this contract shall be construed in all respects if such invalid or unenforceable provisions were omitted

38. Order of Precedence. Any inconsistencies in the solicitation or contract shall be resolved by giving precedence in the following order: (1) Special Terms and Conditions;

(2) General Terms and Conditions and Purchase Order terms; (3) solicitation provisions if this is a solicitation; (4) the specification/statement of work; (5) other HQ SACT documents, exhibits and attachments; (6) addenda to this solicitation or contract, including any license agreements for computer software, or other Contract agreements.

39. Entire Agreement. This contract sets for the entire agreement between the parties with respect to the subject matter hereof, and supersedes all prior agreements or representations, oral or written, regarding such subject matter. HQ SACT shall not be bound by, and specifically objects to any term, condition, or other provision inconsistent with or in addition to any provision of this contract that is submitted by Contractor in any correspondence or any document unless HQ SACT specifically agrees to such provision in a written instrument signed by an authorized representative of HQ SACT.

HQ SACT SPECIAL TERMS AND CONDITIONS FOR COMMERCIAL PERSONNEL SERVICES CONTRACTS

1. **Scope.** These special terms and conditions address all issues pertaining to the Commercial Personnel Services to be rendered by the Contractor to HQ SACT under this Contract, thereby taking precedence over the HQ SACT General Terms and Conditions.
2. **Type of Contract.** As far as the Commercial Personnel Services under this Contract are concerned this is a Level of Effort Contract with a not to exceed limit presented by the man years or fraction thereof, as provided in the SOW. This Contract establishes a contractual relationship strictly between the Contractor and HQ SACT. All employer responsibilities for the Contractor Personnel performing under this Contract shall lie with the Contractor.
3. **Definitions.**
 - a. **Billable Hours.** As further specified in these Special Terms and Conditions, hours spent by Contractor Personnel in the immediate performance of this Contract for which the Contractor may bill HQ SACT at the hourly rate set out in this contract.
 - b. **Commercial Personnel Services.** As specified in the SOW, the continuous performance to be provided by Contractor Personnel. The amount of Commercial Personnel Services is calculated on the basis of Man Years or a fraction thereof.
 - c. **Contractor Personnel.** An individual employed by the Contractor to perform the services required under this Contract for HQ SACT.
 - d. **HQ SACT Work Days.** Mondays through Fridays with the exception of HQ SACT Holidays. The number of HQ SACT Holidays may vary from year to year. A list may be obtained through the Contracting Officer.
 - e. **HQ SACT Working Hours.** On HQ SACT Work Days, 7.5 hours daily between 0800 and 1700 hours.
 - f. **Man Year.** 1800 hours of service to be rendered by one Contractor Personnel within one calendar year. The basis of this calculation is 46 weeks of contract performance at 37.5 hours assuming 5 HQ SACT work days per week. As a baseline the further assumption is: 15 days of HQ SACT holidays and 15 days as the minimum individual leave, thus allowing for the allocation of a minimum of 75 hours per year as possible overtime. As, in particular, the number of individual leave days may be greater and the number of HQ SACT holidays may vary, the allowable overtime figure will change accordingly. In no event shall the ceiling of 1800 hours per man year or corresponding fraction thereof be exceeded.
 - g. **Overtime.** Hours within the contracted man year or fraction thereof (1800 hours maximum for full years' service) served by Contractor Personnel outside of the limitations of the Delivery of Service stated in paragraph 4 and the SOW, as for each occasion requested by the COTR in writing.
 - h. **Products.** Any item, document, writing, study, briefing, data base, piece of software or any other physical or intellectual result of the performance of the commercial personnel service or the associated interaction with NATO staff which may be subject to ownership rights.
4. **Delivery of Service.** All Commercial Personnel Services under this Contract will be performed only on HQ SACT Work Days and during HQ SACT Working Hours to total no more than 7.5 hours per HQ SACT Work Day.

5. Exceptions from Delivery of Service. Under exceptional circumstances Commercial Personnel Services may be provided outside of the limitations for the Delivery of Services stated in paragraph 4.

- a. Overtime requires a specific written request to the Contractor by the COTR.
- b. Permanent deviation has to be in writing in the SOW with the signature of the Contracting Officer.

6. Coordination of Delivery of Service and Personal Leave. In order to ensure a balanced professional performance of the Contractor Personnel employed by the Contractor, during their performance for HQ SACT, the Contractor shall ensure that each Contractor Personnel will take a minimum of 15 and not more than 30 HQ SACT Work Days as personal leave during the course of a calendar year.

7. Coordination of Absences. To ensure the uninterrupted flow of HQ SACT projects, any absence by Contractor Personnel requires earliest possible coordination with the COTR. Generally, such absence requires the approval by the COTR.

- a. **Personal Leave.** At the beginning of the Contract the Contractor and the COTR will establish a leave plan for each Contractor Personnel.

- b. **Sickness.** Should absences caused by sickness affect the performance of an HQ SACT project, the Contractor, upon request by the Contracting Officer, shall immediately replace the incapacitated Contractor Personnel with an equally qualified individual.

- c. **Other Absences.** Unless otherwise arranged for, the Contractor shall ensure the full presence of the Contractor Personnel in accordance with the Delivery of the Service set out in paragraph 4.

8. Billable Hours. Only time spent by Contractor Personnel in the immediate performance of this Contract.

- a. **Billable hours on travel.** Billable hours for travel performed as a service under this Contract will be any time spent away from the primary location of duty, between 0800 and 1700 hours local time up to a maximum total of 7.5 hours for any given work day at the destination of the travel.

- b. **Overtime.** All overtime within the limit of the contracted man-year or fraction thereof (total of 1800 hours for full years' service) shall be billed at the normal hourly rate set out in this contract.

- c. **Non-performance.** Personal leave, closing of the Headquarters by the order of the HQ SACT Chief of Staff, sickness, company coordination, company reports, training, lunch, breaks or any other activity not immediately related to the performance of the services required under this Contract do not constitute billable hours.

9. Commitment of Contractor Personnel. The Contractor warrants that the Contractor Personnel initially presented for the performance of this Contract will perform this Contract for its duration. Any exchanges of Contractor Personnel shall meet the requirements of the SOW and be performed only with written consent by the Contracting Officer.

10. Deficient performance. Should committed Contractor Personnel perform unsatisfactorily the Contractor will exchange such Contractor Personnel, at the request of HQ SACT Contracting Officer for Contractor Personnel meeting the quality requirements set out in the SOW.

11. Contractor Responsibility for Contractor Personnel. The Contractor, and in the case being, the sole proprietor, as the employer of the Contractor Personnel performing the services under this Contract shall be fully responsible for all insurances, emoluments as well as taxes and payments to the health, social security and workmen's compensation schemes due.

12. **Billing.** The Contractor shall bill time for Contractor Personnel at the hourly rate set out in this contract ONLY for billable hours.

13. **Billing for Travel.** Travel by Contractor Personnel shall be authorised and reimbursed in accordance with ACT Financial Manual Section 24, "Contractor Travel".

- a. The in-house Travel Agency will set the transport ceiling cost.
- b. Transport tickets purchased through the in-house travel agency will be reimbursed by HQ SACT directly to the in-house travel agency. These costs will not be invoiced by, or paid to, the contractor company. When transport tickets are purchased by the Contractor through another source only the ceiling cost allocated by the in-house travel agency will be reimbursed to the Contractor.
- c. All incidental expenses to include overhead for the performance of travel will be reimbursed through a flat NATO Civilian subsistence allowance.

14. **Invoices.** All invoices shall be provided by the Contractor in accordance with the General Terms and Conditions to this Contract. Additionally, the invoices for Commercial Personnel Services shall contain, at a minimum,

- a. A breakdown of the Contractor Personnel;
- b. The billable hours performed by each of them by day; and also
- c. Indicating travel, absences our other relevant information; as well as
- d. Any overtime shall be provided together with the requisite COTR request.

15. **Instructions for safety and management of the HQ.** The Contractor shall ensure that the Contractor Personnel honour all HQ SACT Directives and further guidance by the Chief of Staff regarding the safety and management of HQ SACT.

16. **Work Space.** If provided for in the SOW, HQ SACT will provide working spaces for the Contractor Personnel. Should these spaces not be considered adequate by the Contractor, the Contractor will at its own expense ensure working spaces in the immediate vicinity of the identified location of performance.

17. **Representation of HQ SACT/NATO.** When dealing with third parties during the execution of this Contract, the Contractor Personnel shall present themselves as representatives of the Contractor working under contract for HQ SACT/NATO. Contractor Personnel shall not take decisions or commitments for HQ SACT/NATO.

18. **Ownership of Work Products.** All Products created by Contractor Personnel under this contract are to be original and are the property and under the copyright of HQ SACT, unless otherwise specifically stated in this Contract.

19. Disclosure of Information.

'Information' means all information or material, whether in oral, written, visual, electronic and/or other form disclosed to one party by or on behalf of the other party under or in connection with the Contract.

19.1. Subject to this clause each party shall;

- (a) Treat in confidence all information it receives from the other party;
- (b) Agree not to disclose any of that Information to any third party without the prior written consent of the other party, which consent shall not unreasonably be withheld, except that the Contractor may

disclose Information in confidence, without prior consent, to such persons and to such extent as may be necessary for the performance of the Contract.

(c) shall, upon request from the other party, return any Information or erase any electronic files in its possession.

(d) shall not use any of that Information otherwise than for the purpose of the Contract

(e) shall not copy any of that Information except to the extent necessary

19.2 The Contractor shall take all reasonable precautions necessary to ensure that all Information disclosed to the Contractor by or on behalf of HQ SACT under or in connection with the Contract:

(a) Is disclosed to its employees and sub-contractors, only to the extent necessary for the performance of the Contract.

(b) Is treated in confidence by them and not disclosed except with prior written consent or used otherwise than for the purpose of performing work or having work performed for HQ SACT under the Contract or any sub-contract under it.

19.3 The Contractor shall ensure that his employees are aware of his arrangements for discharging the obligations of this Clause before they receive Information and take such steps as may be reasonably practical to enforce such arrangements.

19.4 Neither party shall be in breach of this Clause where it can show that any disclosure of Information was made solely and to the extent necessary to comply with a statutory or judicial obligation. Where such a disclosure is made, the party making the disclosure shall ensure that the recipient of the Information is made aware of and asked to respect its confidentiality. Such disclosure shall in no way diminish the obligations of the parties under the terms of this Clause.