

IFIB-ACT-SACT-22-119



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-22-119

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

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PART 1 BIDDING INSTRUCTIONS

1. General

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

2. Classification

This IFIB is a NATO UNCLASSIFIED document.

3. Definitions

- (a) The “Prospective Bidder”, shall refer to the entity that has completed and returned the Enclosure of the transmittal letter of this IFIB, and has indicated thereon its intention without commitment, to participate in this IFIB.
- (b) The term “Bidder”, shall refer to the bidding entity that has completed a bid in response to this IFIB.
- (c) The term Contractor shall refer to the bidding entity to whom the contract is awarded.
- (d) The term “Contracting Officer” designates the official who executes this IFIB on behalf of HQ SACT.
- (e) “Contracting Officer`s Technical Representative” or “COTR” is the official who is appointed for the purpose of determining compliance of the successful bid, per the technical specifications.
- (f) The term “HQ SACT” shall refer to Supreme Headquarters Allied 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.
- (b) Working in the required field of study and legally authorised to operate in the United States of America, at the time of bidding.
- (c) Has performed the desired past performance including size, cost and scope,

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as described in this IFIB.

5. Duration of Contract

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

6. Exemption of Taxes

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

7. Amendment or Cancellation

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

8. Bidder Clarifications

- (a) Prospective Bidders should seek clarification at their earliest convenience. Any explanation regarding the meaning or interpretation of this IFIB, terms, clause, provision or specifications, shall be requested in writing, from the Contracting Officer. The Contracting Officer must receive such requests for clarification no later than 3 calendar days prior to the bid closing date.
- (b) In lieu of a bidder's conference, HQ SACT invites bidders to submit technical questions not later than **14 October 2022**.
- (c) Information in response to all inquiries / requests for clarification to a prospective bidder shall be furnished to all prospective bidders at the following link: <http://www.act.nato.int/contracting> as a Question and Answer addendum. All such addendums and any necessary solicitation amendments shall be incorporated into this IFIB. Oral Interpretations shall not be binding.

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9. Bid closing date

Bids shall be received at HQ SACT, Purchasing and Contracting Office, no later than **4 November 2022, 0900 hours, Eastern Standard Time, Norfolk, Virginia, USA**. No bids shall be accepted after this time and date.

10. Bid Validity

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

11. Content of Proposal

The proposal shall consist of 2 separate single PDF documents (Technical/Price) sent via e-mail as per the instructions. No hard copy proposals are required or will be accepted. E-mailed PDF documents shall be received no later than **4 November 2022, 0900 hours, Eastern Standard Time, Norfolk, Virginia, USA**.

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

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

12. Proposal Submission

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

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

13. Late Proposals

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

14. Bid Withdrawal

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

15. Bid Evaluation

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

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accurately assess identified technical competencies. Discussions will be limited to scope of this IFIB and the evaluation criteria identified in Annex A.

(c) Proposals shall be evaluated and awarded based on best overall value to NATO. The following factors are considerations;

- Successful administrative submission of bid packages and requested documents.
- Compliance with mandatory criteria identified on Annex A (Compliant / Non-Compliant)
- Technical factors / pricing factors rated the following: Technical / Price = 70/30.
- Acceptance of HQ SACT General and Special Terms and Conditions.
- Proposals offering a core services provider arrangement including provision of all labour categories with well-qualified key personnel will be considered with priority. Only if a single core services provider solution is unavailable will bids be considered for split award.

16. Proposal Clarifications

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

17. Award

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

18. Communications

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

19. Organizational Conflict of Interest

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

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

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

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

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

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

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

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

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

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

Obligations of the Parties.

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

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

20. Point of Contact Information For Submission:

techproposal@act.nato.int – Technical Proposal Submission

priceproposal@act.nato.int – Price Proposal Submission

21. Point of Contact is:

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

Brandon.Stewart@act.nato.int

Mrs. Kellie Hagen, ACT Contracting Officer 757-747-4180; Kellie.Hagen@act.nato.int

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Enclosure 1 (Proposal Content / Checklist)

PROPOSAL CONTENT / CHECKLIST

Table of Contents

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

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ENCLOSURE 2

COMPLIANCE STATEMENT TO SEALED BID IFIB-ACT-SACT-22-119

It is hereby stated that our company has read and understands all documentation issued as part of IFIB-ACT-SACT-22-119. Our company proposal submitted in response to the referenced solicitation is fully compliant with the provisions of IFIB-ACT-SACT-22-119 and the intended contract with the following exception(s); such exemptions are considered non-substantial to the HQ SACT solicitation provisions issued.

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

page) Company: _____

Signature: _____

Name & Title: _____

Date: _____

Company Bid Reference: _____

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

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

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Enclosure 3

PAST PERFORMANCE INFORMATION FORM

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

Yes/ No Name/Signature of Authorized

Company Official

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Enclosure 4

IFIB-ACT-SACT-22-119 SEALED BID PRICE PROPOSAL

COMPANY NAME: *ABC, Inc*

ADDRESS: *Street,*

CITY, POST CODE

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

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

Printed _____ Name: _____
Position: _____ Title: _____

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

Company name Witness Official:

Printed _____ Name: _____
Position: _____ Title: _____

Witness Signature: _____

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Enclosure 5 (Mandatory Price Proposal Format)

SEALED BID PRICE PROPOSAL

Please find on behalf of **(Company Name)** to provide HQ SACT with services (collectively referred as "ITEMS"), subject to the provisions, terms and conditions stated in IFIB ACT-SACT-22-119 and the **(Company Name)** Technical proposal", submitted in accordance with solicitation provisions.

Service Area	Base Period 01Jan2023–31Dec2023	Option Period 1 01Jan2024 –31Dec2024	Option Period 2 01Jan2025 –31Dec2025
HQ SACT	Hourly Rate: (1800 hours)	Hourly Rate: (1800 hours)	Hourly Rate: (1800 hours)
Strategic Thinker #1	\$	\$	\$
Strategic Thinker #2			

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

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

Authorizing Company Official:

Printed Name: _____

Position: _____

Title: _____

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

Company name Witness Official:

Printed Name: _____

Position: _____

Title: _____

Witness Signature: _____, Date _____

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

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Enclosure 6 (Statement of Work)

STATEMENT OF WORK

1. Introduction

NATO established Headquarters Supreme Allied Command Transformation (HQ SACT) in Norfolk, VA, in 2003 to lead warfare developments efforts and improve military capabilities to meet 21st century security and defence requirements. This work encompasses the need to enhance the Alliance's ability to apply a comprehensive approach to conduct future operations and engagements with partners, NATO's interactions with non-NATO entities that include states, non-state actors, as well as international and non-governmental organizations.

The Strategic Plans and Policy Directorate (SPP) acts on behalf of Supreme Allied Commander Transformation (SACT) to formulate policies, strategies, engagements, ACT contributions to NATO Defence Planning and Policy (NDPP) and analytical practices that enable the Commander to provide strategic foresight, planning, strategy, policy and alternative advice, concepts and strategic engagements to NATO's political and military leadership.

2. Background

Strategic Alternatives Branch (SALT) operates under the direction of the Deputy Chief of Staff (DCOS) SPP. SALT branch conducts alternative and disruptive studies for NATO to be prepared for any threat in the next 4 decades. Thus, it allows NATO to identify future trends, understand the future security environment and identify options to conduct long-term strategic shaping.

In December 2020, the NATO Warfare Capstone Concept (NWCC) was signed by SACT. This concept guides future Warfare Development of NATO's Military Instrument of Power (MloP), and the Warfare Development Agenda (WDA), which is informed by a twenty-year horizon war fighting perspective. SALT branch was tasked to directly support the WDA by leading the Long-term Military Strategic Shaping Line of Delivery (LoD) which is listed as a Chief of Defence's (CHOD) priority.

In 2021 and 2022, SALT branch focused efforts on Long-term Military Strategic Shaping (LTMSS) in the upcoming WDA, as well as Strategic Effects Coordination Function (SECF) LoD and Technological Advantage (TA) Critical Enabler. In addition, SALT continued the in-depth study of strategic alternative topics, specifically how the identification and prediction of Discontinuities can aid NATO in military planning efforts. Moreover, SALT was responsible for Quantum Technologies (QT) and Bio-Human Enhancement Technology (BHET) within the broader EDTs implementation strategy. DCOS SPP has this responsibility for the WDI's Cognitive Superiority and Layered Resilience. For Cognitive superiority, Branch head SALT has been given responsibility to ensure the coherence of the LOD's and the development of outcomes.

The COGSUP WDI is aimed at improving the Alliance's understanding of the operating environment and potential adversaries relative to the Alliance's own capabilities,

capacities and objectives and intent.

3. Rationale

Currently there is no formal coordination between the LOD's under the COGSUP WDI. This could lead to a potential deviation of the desired end state. On top of this, only delivering the LOD's means we are not reaching the full potential of the WDI. As per SACT's D&G speed and agility needs to be gained for all WDI's.

Close coordination and alignment of the LOD's and adding value to the Cognitive Superiority Imperative will lead to an improved outcome for SACT and will help NATO to Out-Think the adversary and future challenges.

In order to lead COGSUP WDI in good conditions, SALT requires the support of two full-time, on-site contractors, specifically, personnel with a strong background in strategic thinking, and strategic analysis focused on Russia and/or China, with experience and knowledge of cognitive topics to assist with the planned work.

4. Scope

The scope of this statement of work (SoW) is to define the requirements for **contracting two (2) Strategic Thinkers in support of SALT multiple works in 2023**, namely:

1. Contractor support to COGSUP WDI implementation, including COGSUP Program of Work and LTMSS Program of Work.
2. Contractor coordination and overseeing for research and execution of several follow-on in-depth Cognitive studies.

Within this framework, the contractors will work within SPP/SALT under the directives of the Branch Head, reporting to Head of Strategy Section for production issues and the Contracting Officer Technical Representative (COTR), working in close coordination with the other staff officers, the other branches of SPP and HQ ACT in the topics listed above. The contractors will provide personal insights and understandings about cognitive and strategic topics, in particular pertaining to Russia and China, help in daily work coordination and collaboration efforts, and ultimately produce required deliverables for internal and external use.

5. Type of contract and period of performance

a. Type of contract: This is a firm-fixed price Level of Effort contract in accordance with the general and special terms and conditions. As it is a Level of Effort contract with a maximum limit or fraction thereof as set in the SoW, all employer responsibilities for the Contractors personnel performing under this contract shall lie with the contractor.

b. Period of performance: Base Period is 1 January 2023 – 31 December 2023 with two 12-month option periods: 1 January – 31 December 2024, 1 January – 31 December 2025. Option Periods shall be exercised at the sole direction of the HQ SACT Contracting Officer, based on satisfactory of work performance, available funding, and on-going/evolving requirements. SALT requires full time, on-site support (all COVID-19 restrictions will be maintained with efforts to work remotely as they

apply).

c. Surge Capability: A surge capability requirement is included to have a contract vehicle in place should emerging circumstances require a quick and temporary increase in contractor personnel or additional effort from existing personnel to meet new requirements within the scope of the existing Statement of Work. The contractor company shall be prepared to provide support services per labour category described above. The contractor shall be prepared to evaluate requirements and submit a price proposal for any new requirement for consideration by HQ SACT but not limited to the related areas above. Surge proposals against existing labour categories shall not exceed the initial proposed rate for the option period. Surge proposals for new labour categories shall be evaluated by the Contracting Officer for fair and reasonable pricing. 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 compensated or reimbursed for costs associated with proposal preparation.

6. Estimated Level of Effort (LoE)

a. The LoE is as per the requirements stated herein, corresponding to a full-time allocation of two (2) individuals to complete the tasks and activities described in this SoW. Contractor support is required for COGSUP implementation.

b. The contractors will be under the responsibility of the SALT Branch Head and will be involved in all aspects of SALT work, to include writing reports, coordination of webinars and working groups, and development of numerous products related to Warfare Development and cognition-related topics.

More specifically, the **two contractors** will be assigned to COGSUP IPT and will be required to:

- Attend weekly SALT meetings, both scheduled and unscheduled, at the direction of the Branch head. Currently there is one scheduled branch meeting per week, with 1-2 impromptu meetings called when required;
- Support implementation of COGSUP PoW and LTMSS PoW;
- Travel to attend relevant external meetings/workshops/events;
- Facilitate workshops and other related events;
- Provide valuable input on NWCC and WDA (NATO SECRET) and offer ideas and related analysis;
- Interpret political, economic, sociocultural, and technological trends and develop alternatives ways of assessment;
- Conduct research and data analysis to inform strategic decisions, especially on Russia and/or China;
- Understand and shape the NATO's/ACT's strategy and mission;
- Develop plans to materialize long term strategy and analyse development proposals;
- Conduct research to identify threats and opportunities;
- Construct forecasts and analytical models;
- Monitor and analyse global trends (cognitive topics, international relations, global security environment, industry and market changes, etc.);

- Share ideas with multiple stakeholders and gain alignment from them;
- Be available to ACT leadership for NWCC/WDA related requirements;
- Collaborate as required with HQ SACT cross-functional teams to provide strategic thoughts and inputs;
- Provide feedback about their work clearly and concisely;
- Fulfill other specific WDA related tasks as directed by the SALT Branch Head.

7. Professional qualifications and personal attributes

This is a LoE contract with a maximum limit or fraction thereof as set forth in the SoW.

a. Professional qualifications:

The contractors shall have:

- Demonstrated experience in corporate, government, or academic environment in analysis in the area of cognition, international relations and security studies;
- Experience in strategic analysis of Russia and/or China;
- Staff experience at operational and strategic level;
- A basic understanding of Strategic Foresight, Global Strategy and Innovation Management, Strategic Planning and Execution, Strategic Gap Analysis, Strategy Implementation, Futures Thinking and Digital Transformation;
- University degree in international relations, business administration, economics, public administration, operations research or related discipline;
- A solid background in policy/strategy analysis and the associated staff work (8-10 years recommended);
- Previous experience in an international organization / governmental organization, preferably NATO experience.

b. Personal attributes:

The contractors shall have:

- An ability to build cooperative relationships with academia and governmental partners;
- The capacity to work under general direction within a clear framework of accountability with substantial personal responsibility;
- An ability to effectively multi-task and prioritize in a fast-paced environment;
- The capacity to work effectively as the member of a multinational and multi-disciplinary team;
- Execute a broad range of complex professional or technical work activities in a variety of contexts;
- An ability of disciplined and systematic approach to problem solving;
- An ability for a comprehensive approach based on credible evidence, the most probable counterarguments and risks;
- Excellent ability of using contemporary office tools, including MS office and communications systems;
- Excellent written and oral skills.

8. Place of performance

SALT requires full time, on-site support. Nevertheless, by exception, work may be performed remotely from contractor's facility, except for the works on NATO SECRET network. Contractor Travel may be requested, but will be agreed upon through both parties.

The decision of working remotely or in HQ will depend on Branch head determination.

9. Contract performance and administration

- a. Assigned by the contracting officer (in the purchasing and contracts branch) is the Contracting officer technical representative (COTR).
- b. The COTR shall:
 - provide direction, guidance and support information to the contractors;
 - resolve outstanding disputes, problems, deficiencies, and/or questions on the technical aspect of the SoW;
 - review and approve all contractors' duties for completeness and accuracy;
 - review the contractors' work on a weekly basis or as needed.

c. 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/her roles and responsibilities to which he or she shall sign for formal acceptance.

d. The contractors are expected to conduct themselves in accordance with the current NATO code of conduct agreed by the North Atlantic Council (NAC) and HQ SACT conduct, security and safety regulations, and thus display the core values of integrity, impartiality, loyalty, accountability and professionalism.

e. The Contracting Officer has final authority (in consultation with the COTR) to determine if the contract/SoW should be amended, extended, modified or cancelled for evolving requirements, new tasking, and/or technical non-performance.

10. Contractors reporting

The contractors shall submit a monthly report to the contracting officer, *via* the COTR, detailing progress on the SoW for the reporting period. The report shall include, but be limited to, the following information:

- summary of work for tasking and deliverables during reporting period;
- current or anticipated problems/deficiencies and recommended solutions.

The COTR reserves the right to 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 COTR may identify missing, erroneous or unnecessary requirements or tasking. The contractors are expected to work closely with other team members, SMEs, and designated HQ staff. Consequently, the contractors are 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.

11. Proofs of past performance

The contractors are to provide a minimum of one citation of past performance to show successful completion of work that is similar to or directly traceable to the requirements outlined in this SoW.

The citation shall include the following information at a minimum:

- summary of work performed that is similar to or directly related to this SoW;
- status of work;
- outcome of above mentioned work performed, including examples of written work;
- date of work performance;
- name of client or employer;
- complete contact information for client or employer;
- written permission to contact client or employer for reference.

12. Contractor technical evaluation

Each contractor's submission to the invitation for international Bid shall be judged on a combination of pricing and technical information provided in response to this SoW. Subject to HQ SACT evaluation of the bids, HQ SACT may conduct technical clarification discussions with proposed candidates. HQ SACT reserves the right to engage in full and open competition after exclusion of sources.

13. Furnished materials

In order to perform the work required under this SoW, HQ SACT shall provide all necessary working space: office furniture, telephones, computers, software, peripherals and support equipment; office supplies, classified and unclassified storage space, access to classified and unclassified 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. The contractors are not authorized to make any permanent or non-permanent physical modifications to the HQ SACT facilities.

14. Security

a. Security clearances: the contractors shall possess a minimum NATO Secret facility security clearance (FSC), and all contractor employees performing work on this contract shall possess a minimum NATO secret personal security clearance (PSC). No waiver to these requirements shall be granted.

b. Security policies: the contractors must adhere to all current NATO, HQ SACT and national security policies, directives and guidelines for the duration of the contract.

c. Security restrictions: the contractors shall abide by the security restrictions regarding carrying and using electronic devices in HQ SACT. The contractors shall be responsible for satisfying the necessary security clearance from HQ SACT Security Office before bringing any such device, personal or contractor owned, into the HQ SACT work environment.

d. Building, installation access: the contractors shall be fully responsible for ensuring that they have all needed vehicle passes and decals, and individual access badges and documents for appropriate access to the HQ SACT facility. The contractors shall submit requests for site access to SACT HQ, Attention Security Office and 7857 Blandy Road, suite 100, Norfolk, VA 23551-2490.

15. 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 SoW are provided in order to allow the bidder/contractors the opportunity to assess the applicability of their pertinent national laws and regulations and take action, as required.

16. Intellectual property

All services, products and intellectual property provided under this SoW will be delivered for the sole ownership of and the copyright by HQ SACT.

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

TECHNICAL PROPOSAL ASSESSMENT

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

The bids will be evaluated against the following levels:

- Compliant (**C**) = Meets the criterion
 Non-compliant = Proposal will be deemed non-

<i>SERIAL</i>	<i>ITEM</i>	<i>COMPLIANT</i>	<i>NOT COMPLIANT</i>
1A	Reference letter to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW.		
1B	Currently possesses a minimum of a NATO Member national SECRET level security clearance. At start of contract, individual possesses a minimum NATO SECRET PSC.		
2	Proposed candidate is national of NATO Member nation.		
3	Minimum of one past performance citation within the last five years to show successful completion of work that is similar to directly traceable to this SoW’s requirements.		
<i>SERIAL</i>	<i>CRITERIA</i>	<i>RANGE</i>	<i>SCORE COMPLIANT (out of 100 pts)</i>
4	Demonstrated experience in corporate, government, or academic environment in analysis in the area of cognition, international relations and security studies.	< 3 years: 1 3 years: 10 4-5 years: 15 > 6 years: 20	
5	University degree in international relations, business administration, economics, public administration,	< 2-year degree: 1 2-year degree or equivalent: 5	

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	operations research, political science, international relations, strategic studies or related discipline.	Bachelors Degree: 10 Masters degree: 20 PhD: 30	
6	Demonstrated experience on strategic knowledge / analysis on Russia and / or China.	< 2 years: 0 3 years: 10 4 years: 20 > 5 years: 30	
7	A solid background in policy/strategy analysis and the associated staff work (8-10 years recommended).	< 3 years: 1 3-5 years: 3 6-7 years: 5 > 8 years: 10	
8	Previous experience in an international organization / governmental organization, preferably NATO experience.	Non NATO government/international experience: 5 NATO experience: 10	

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

**Grade of zero will result in a non-compliant and disqualification from the bidding process. Discretion left to CAC board members.

Terms and Conditions

HQ SACT General Terms & Conditions dated 01/26/2022 and HQ SACT Special Terms and Conditions dated 10/08 apply to this contract and can be reviewed at www.act.nato.int/contracting under *Contractor Information*.