



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-22-134

Amendment #1

(All changes in red text)

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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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.
- (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, as described in this IFIB.

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.

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 four possible 12 month option periods; 1 January – 31 December 2024, 1 January – 31 December 2025, 1 January – 31 December 2026, 1 January – 31 December 2027.

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, bidders who submitted proposals shall be notified via email from BUDFIN P&C.

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 calendar days prior to the bid closing date.
- (b) 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 **12 December 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 **12 December 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 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. 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.

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.

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.
 - Proposals shall be evaluated and awarded based on best overall value to NATO for Labour Categories: 6.a Digital Engagement FTE and 6.b Journalist/Staff Writer FTE.
 - Proposals shall be evaluated and awarded based on Lowest Price Technically Compliant for all Deliverables.
 -

- 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. For best value categories only.
 - Acceptance of HQ SACT General 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.

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 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 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 analyse planned acquisitions 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

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.

ENCLOSURE 2

COMPLIANCE STATEMENT TO SEALED BID IFIB-ACT-SACT-22-134

It is hereby stated that our company has read and understands all documentation issued as part of IFIB-ACT-SACT-22-134. Our company proposal submitted in response to the referenced solicitation is fully compliant with the provisions of IFIB-ACT-SACT-22-134 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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Company: _____

Name & Title: _____

Signature: _____

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.

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

Enclosure 4

IFIB-ACT-SACT-22-134 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-22-134 and the **(Company Name)** Technical proposal”, submitted in accordance with solicitation provisions.

Service Area	Base Period 01Jan2023–	Option Period 1 01Jan2024 –	Option Period 2 01Jan2025 –31Dec2025
HQ SACT	Hourly Rate: (1800 hours)	Hourly Rate: (1800 hours)	Hourly Rate: (1800 hours)
6.a Digital Engagement FTE	\$	\$	\$
6.b Journalist/Staff Writer FTE			

Service Area	Option Period 3 01Jan2026 –31Dec2026	Option Period 4 01Jan2027–31Dec2027
HQ SACT	Hourly Rate: (1800 hours)	Hourly Rate: (1800 hours)
6.a Digital Engagement FTE	\$	\$
6.b Journalist/Staff Writer FTE		

Service Area	Base Period 01Jan2023– 31Dec2023	Option Period 1 01Jan2024 – 31Dec2024	Option Period 2 01Jan2025 – 31Dec2025
HQ SACT	Cost per Deliverable	Cost per Deliverable	Cost per Deliverable
6.c Marketing Deliverables:	Total:	Total:	Total:
Deliver up to 10 Media Kits per month	1 kit = \$ 10 kits/month = 12 months/year Total: 120 kits = \$	1 kit = \$ 10 kits/month = 12 months/year Total: 120 kits = \$	1 kit = \$ 10 kits/month = 12 months/year Total: 120 kits = \$

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Deliver up to 10 podcasts per year	1 podcast = \$ Total for 10 Podcasts: \$	1 podcast = \$ Total for 10 Podcasts: \$	1 podcast = \$ Total for 10 Podcasts: \$
Deliver up to 12 videos per year	1 video = \$ Total for 12 videos: \$	1 video = \$ Total for 12 videos: \$	1 video = \$ Total for 12 videos: \$
Article content generation and media placement 2 per month	1 article = \$ 2 articles/month = \$ 12 months/year Total: 24 articles = \$	1 article = \$ 2 articles/month = \$ 12 months/year Total: 24 articles = \$	1 article = \$ 2 articles/month = \$ 12 months/year Total: 24 articles = \$
6.d STRATCOM Plans Deliverables:	Total:	Total:	Total:
Messaging House Oversees editorial process and delivers new and updated messaging house products.	Quarterly: \$ 4 Total for year: \$	Quarterly: \$ 4 Total for year: \$	Quarterly: \$ 4 Total for year: \$
Norfolk NATO Strategic Communication Plan	\$	\$	\$
NATO Information Communicator's Conference Strategic Communication Plan	\$	\$	\$
Alliance Warfare Development Talks Strategic Communication Plan	\$	\$	\$
Strategic Communication Plan	\$	\$	\$
Placeholder Strategic Communication Plan	\$	\$	\$
6.e. Digital Analytics and Reporting Deliverables:	Total:	Total:	Total:
Baseline Digital Audit and Annual Recommendations	1 report within 30 days of reporting: \$	1 report within 30 days of reporting: \$	1 report within 30 days of reporting: \$

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Monthly Digital Analysis Report•	Monthly report = \$ 12 total reports = \$	Monthly report = \$ 12 total reports = \$	Monthly report = \$ 12 total reports = \$
Website Refresh	Refresh = \$ Twice/Year Total: \$	Refresh = \$ Twice/Year Total: \$	Refresh = \$ Twice/Year Total: \$

Service Area	Option Period 3 01Jan2026 –31Dec2026	Option Period 4 01Jan2027–31Dec2027
HQ SACT	Cost per Deliverable	Cost per Deliverable
6.c Marketing Deliverables	Total:	Total:
Deliver up to 10 Media Kits per month	1 kit = \$ 10 kits/month = 12 months/year Total: 120 kits = \$	1 kit = \$ 10 kits/month = 12 months/year Total: 120 kits = \$
Deliver up to 10 podcasts per year	1 podcast = \$ Total for 10 Podcasts: \$	1 podcast = \$ Total for 10 Podcasts: \$
Deliver up to 12 videos per year	1 video = \$ Total for 12 videos: \$	1 video = \$ Total for 12 videos: \$
Article content generation and media placement 2 per month	1 article = \$ 2 articles/month = \$ 12 months/year Total: 24 articles = \$	1 article = \$ 2 articles/month = \$ 12 months/year Total: 24 articles = \$
6.d STRATCOM Plans Deliverables	Total:	Total:
Messaging House Oversees editorial process and delivers new and updated messaging house products.	Quarterly: \$ 4 Total for year: \$	Quarterly: \$ 4 Total for year: \$
Norfolk NATO Strategic Communication Plan	\$	\$

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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NATO Information Communicator's Conference Strategic Communication Plan	\$	\$
Alliance Warfare Development Talks Strategic Communication Plan	\$	\$
Strategic Communication Plan	\$	\$
Placeholder Strategic Communication Plan	\$	\$
6.e. Digital Media Analysis Deliverables	Total:	Total:
Baseline Digital Audit and Annual Recommendations	1 report within 30 days of reporting: \$	1 report within 30 days of reporting: \$
Monthly Digital Analysis Report	Monthly report = \$ 12 total reports = \$	Monthly report = \$ 12 total reports = \$
Website Refresh	Refresh = \$ Twice/Year Total: \$	Refresh = \$ Twice/Year Total: \$

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: _____

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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.a. Statement of Work for HQ COMMs Digital Engagement Coordinator (Level of Effort)

STATEMENT OF WORK

1. Introduction

The NATO Allied Command Transformation (ACT) Communication Branch (referred herein as COMMS Branch) is responsible for globally communicating the strategic vision and messages created by the Command. The COMMS Branch consists of the Public Affairs and the Corporate Communications sections, both of which are overseen by the Branch Head who is responsible for the coordination of communications activities within the Command and with NATO HQ, Allied Command Operations, subordinate commands, and ACT teams.

The COMMS Branch is responsible for ensuring the delivery of pro-active, integrated, coherent, consistent, synchronized, and clear internal and external communications, towards aligned outcomes per Supreme Allied Commander Transformation's intent. In NATO policy, ACT release authority rests with Chief Public Affairs Officer (CPAO).

HQ SACT COMMs Branch requires LEVEL OF EFFORT support to assist in digital outreach and communications. The LEVEL OF EFFORT will demonstrate rapid analysis, presentation of recommendations and options, execution of the work, and high-quality products that enhance the Command's digital footprint.

As such, ACT Communications Branch requires a Digital Engagement Contractor LEVEL OF EFFORT that produces deliverables the COMMs Branch will use to plan and execute digital campaigns. Every deliverable should lead the planning, development and execution of digital engagements and deliver quantifiable metrics that will increase ACT's reputation on social and digital media sites as well as internal channels, ensuring ACT is up to industry standards

2. Background

2.1 Scope

2.1.a Digital Engagements Coordinator. Deliverables are required for assisting in planning, development, and execution of digital media campaigns on HQ SACT's corporate channels (external). In the current information environment, the COMMS Branch needs to plan and create informative, timely, engaging content to increase ACT and NATO reputation on digital media sites and internal channels, ensuring ACT is up to industry standards. The required tasking and resulting deliverables focus on developing, coordinating, planning, and

executing online campaigns. To accomplish this, deliverables will be developed and integrated on site with the COMMS Branch. Deliverables will yield from on-site engagement at all levels within HQ SACT and coordinate with Chief Public Affairs with overall stewardship provided by BH Strategic Communications.

2.1.b Tasking

- Engage at all levels within HQ SACT in coordination with Chief Public Affairs with overall stewardship provided by Chief, Public Affairs.
- Develop and advise on social media strategy.
- Communicate effectively and consistently to team and priority stakeholders on social media performance and trends.
- Work with key partners to ideate, research, and develop social content unique to specific audiences for distribution in a variety of social platforms.
- Contribute original content to support ongoing content strategy, in response to HQ SACT needs, to address changing priorities, or to highlight our company to NATO HQ and other stakeholders.
- For all content this role produces, ensure it: adheres to HQ SACT's brand voice, tone, and audience; incorporates relevant feedback and follows internal review processes.
- Publish social content onto Twitter (five times per day), Facebook (once per day), LinkedIn (twice per week) as well as other public facing social sites if Command accounts are opened ensuring publishing protocols are followed.
- Channel ownership - from content calendaring to archiving and supervision requirements.
- Make recommendations about how to ensure optimal engagement.
- Develop a social media calendar.
- Attend and/or schedule meetings to source appropriate content for the above-mentioned channels and steward branch engagement in Command wide initiatives.
- Coordinate the creation of graphics that complement the messaging for events at ACT for social, physical, and internal projects and activities.
- Make recommendations on modifications to optimize effect and on alternative channels to optimize NATO ACT's engagement.

3. Type of Contract and Period of Performance

This is a Commercial Personnel Services Contract per the General Terms and Conditions; as such, it is a Level of Effort contract with a maximum limit or fraction thereof as outlined in this Statement of Work. All employer responsibilities for the Contractor Personnel under this Contract shall lie with the Contractor.

3.1 Period of Performance.

The period of performance for the Base Year is 1 January 2023 through 31 December 2023, with the possibility of 4 additional option years.

3.2 Level of Effort.

The Level of Effort is one work year (1800 hours) for the base year and each option year.

3.3 Surge Capability.

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

4. Place of Performance

HQ SACT shall serve as the habitual residence for performance under this Contract. The Contractor is expected to perform the majority of the required work at HQ SACT in Norfolk, Virginia, or alternate locations as per travel requirements at locations specified by the Contracting Officer's Technical Representative (COTR). NATO travel regulations and reimbursements are covered in Chapter 10 of the approved version of the Allied Command Transformation (ACT) Financial Manual and are available at: <http://www.act.nato.int/forms-contractor-travel>. The COTR and Contracting Officer must approve trips and per diem before all travel.

5. Partial Bidding and Teaming Arrangements

Partial bidding is allowed. All submissions must state which position candidate(s) is (are) being proposed to fill. A candidate will not be considered for multiple positions in the same proposal, i.e., John Smith can't be submitted as a candidate to fill the requirements of both Digital Engagements Coordinator and Journalist/Staff Writer.

6. Digital Engagements Coordinator Qualifications

6.1 The Digital Engagements Coordinator shall have the following qualifications as a minimum:

6.1.a Experience

- Minimum 2 years' experience in social media community management in English speaking environment.
- Minimum 2-years' experience in online social media and digital engagements.
- 3 years' experience in the last 10 working in a National or NATO strategic or operational command.

6.1.b Education

- The Digital Engagements Contractor must have a bachelor's degree, preferably a master's Degree, from an accredited university and 4 years functional related experience, or a higher secondary education and completed advanced vocational training leading to a professional qualification or professional accreditation with 6 years post-related experience.
- Background/degree/higher national diploma or degree is desired to be in a relevant subject degree must be in a relevant subject such as political science, international relations, journalism, public relations, or digital marketing.
- The Digital Engagement manager shall be fluent in English-SLP 3333 (Listening, Speaking, Reading, and Writing).

6.1.c Special Requirements

- Portfolio of work examples including references to verify.
- Provision of LinkedIn URL.

6.1.d Security

- Valid NATO SECRET-level security clearance or active SECRET security clearance issued by a national authority.

7. 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 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 her roles and responsibilities in detail, to which he shall sign formal acceptance.

8. 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 issue shall be corrected and any impact on ongoing work.

9. Proof of Past Performance

Include proof of past performance for this labour category as identified in the IFIB instructions.

10. Contractor Technical Evaluation

Each responding Contractor Company shall be judged on technical information in response to this SOW to determine Technical Compliance. The contractor company must demonstrate that both the company and the nominated individual unequivocally meet full compliance. Proposals shall be assessed and evaluated per Annex A of this solicitation. All applicable resumes are mandatory to enable a professional evaluation.

11. Rights in Technical Data Computer Software

Specific information about IPR is articulated in the General Terms and Conditions that support this Contract.

12. Releasability

NATO nations have regulations and laws applying to exporting defense-

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 concerning both the Intellectual Property Rights and any applicable export control laws.

13. 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. Contractors shall have full access to the Microsoft Office Suite and Microsoft Project. Contractor personnel is not authorized to make any permanent/semi-permanent physical modifications to the HQ SACT facilities.

14. Security

14.1 Personnel Clearances

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

14.2 Security Conditions

The Contractors must adhere to current security conditions at HQ SACT and other work sites. Contractor personnel shall comply with all local host Nations, NATO security provisions, and other policies and procedures, as required. The possible security classification of the deliverables under this Contract may range from unclassified through NATO SECRET.

14.3 Building, Installation Access

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

14.4 Electronic Devices

All Contractor personnel shall abide by the security restrictions

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

15. Export Control

NATO nations have regulations and laws for exporting defense-related goods/ services from domestic and 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 to allow the bidder/contractor to assess the applicability of their pertinent national laws and regulations and take action as required. 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.

Annex A (Technical proposal Assessment) to Enclosure 6.a. Statement of Work for Digital Engagement Coordinator (Level of Effort)

TECHNICAL PROPOSAL ASSESSMENT

The 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 to ascertain whether they have adequately demonstrated that they possess the required qualifications. Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly show by providing unequivocal reference to where candidates meet the criteria set forth in this solicitation. HQ SACT reserves the right to interview the nominated candidate(s).

The bids will be evaluated against the following levels:

Compliant (C) = Meets the criterion
Non-compliant = The proposal will be deemed non-
(N) compliant

ITEM	COMPLIANT	NON-COMPLIANT
Minimum of two past performance citations within the last ten years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW.		
Active NATO or National SECRET (or higher) security clearance		
Key personnel citizen of NATO member nation		

#	CRITERIA	RANGE	SCORE (100 PTS Max.)
DIGITAL ENGAGEMENT COORDINATOR			
Experience			

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1	Minimum 2 years' experience in social media community management in English speaking environment.	2 years > 20 1-2 years > 1 Less than 1 year = 0	
2	Minimum 2-years' experience in online social media and digital engagements.	2 years > 20 1-2 years > 1 Less than 1 year = 0	
3	3 years' experience in the last 10 years working in a National or NATO strategic or operational command.	3 years > 20 2-3 years > 1 Less than 2 years = 0	
Education			
1	The Digital Engagements Contractor must have a bachelor's degree, preferably a master's Degree, from an accredited university and 4 years functional related experience, or a higher secondary education and completed advanced vocational training leading to a professional qualification or professional accreditation with 6 years post-related experience.	Yes = 15 No = 1	
2	Background/degree/higher national diploma or degree is desired to be in a relevant subject degree must be in a relevant subject such as political science, international relations, journalism, public relations, or digital marketing.	Yes = 10 No = 1	
3	The Digital Engagement manager shall be fluent in English-SLP 3333 (Listening, Speaking, Reading, and Writing).	Yes = 10 No = 0	
Special Requirements			

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1	Provide candidate's LinkedIn URL within candidate's CV.	Yes = 5 No = 0	
		Total Score:	

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

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

***Minimum of 25 Points in the Subject Matter Expert Criteria. Any score below will be deemed non-compliant.

Enclosure 6.b Statement of Work for HQ COMMs Branch Journalist/Staff Writer (Level of Effort)

STATEMENT OF WORK

1. Introduction

The NATO Allied Command Transformation (ACT) Communication Branch (referred herein as COMMS Branch) is responsible for globally communicating the strategic vision and messages created by the Command. The COMMS Branch consists of the Public Affairs and the Corporate Communications sections, both of which are overseen by the Branch Head who is responsible for the coordination of communications activities within the Command and with NATO HQ, Allied Command Operations, subordinate commands, and ACT teams.

The COMMS Branch is responsible for ensuring the delivery of pro-active, integrated, coherent, consistent, synchronized, and clear internal and external communications, towards aligned outcomes per Supreme Allied Commander Transformation's intent. In NATO policy, ACT release authority rests with Chief Public Affairs Officer (CPAO).

2. Background

The COMMs Branch is responsible committed to informing, inspiring and engaging its stakeholder by creating and distributing content across its media portfolio. The COMMs Branch needs a talented JOURNALIST/STAFF WRITER to write news articles for www.act.nato.int that tell the story of the command.

This Contractor should have a high vocational training and 3 year of experience or a secondary educational qualification with 3 years post-related experience. The Contractor should provide high organization and interpersonal skills, thrive in a multinational environment with a 'can-do' attitude to assist the COMMS Branch in responding to all reporting requests. This Contractor will write quickly and accurately applying outstanding writing, grammar and editing abilities. The Contractor will have instinct and enthusiasm for identifying newsworthy, as well as shareable, stories that resonate with the target audience. Knowledge of English, both written and spoken, is essential.

2.1 Scope

2.1.a Journalist/Staff Writer. The Journalist/Staff Writer Level of Effort is required for assisting in planning, development, and execution of HQ SACT COMMs Branch 2023 activity. The Level of Effort Contractor will be responsible for providing support to the entire reporting process. The role is primarily hands-on and requires high team spirit and flexibility.

2.1.b Tasking

- Jump on news stories that make sense for a general NATO audience, quickly turning around articles with sharp, story-advancing approaches and angles.
- Brainstorm original approaches off current events with HQ SACT COMMs Branch.
- Write multiple posts on any given topic every day.

- Identify fresh and interesting stories that have not already been widely shared.
- Write accurate, lively, and concise content that can be shared across platforms.
- Track down sources quickly for interviews when necessary.
- Strong headline writing skills, and comfort writing for any/all social media platforms.
- Strong interest in and basic knowledge of NATO news and NATO coverage.
- Attend meetings and run-down leads.
- Perform any other job-related duties as required which may include travel.

3. Type of Contract and Period of Performance

This is a Commercial Personnel Services Contract per the General and Special Terms and Conditions; as such, it is a Level of Effort contract with a maximum limit or fraction thereof as outlined in this Statement of Work. All employer responsibilities for the Contractor Personnel under this Contract shall lie with the Contractor.

3.1 Period of Performance.

The period of performance for the Base Year is 1 January 2023 through 31 December 2023, with the possibility of 4 additional option years.

3.2 Level of Effort.

The Level of Effort is one work year (1800 hours) for the base year and each option year.

3.3 Surge Capability.

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

4. Place of Performance

HQ SACT shall serve as the habitual residence for performance under this Contract. The Contractor is expected to perform most of the required work at HQ SACT in Norfolk, Virginia, or alternate locations as per travel requirements at locations specified by the Contracting Officer's Technical Representative (COTR). NATO travel regulations and reimbursements are covered in Chapter 10 of the approved version of the Allied Command Transformation (ACT) Financial Manual and are available at: <http://www.act.nato.int/forms-contractor-travel>. The COTR and Contracting Officer must approve trips and per diem before any travel.

5. Partial Bidding and Teaming Arrangements

Partial bidding is allowed. All submissions must state which position candidate(s) is (are) being proposed to fill. A candidate will not be considered for multiple positions in the same proposal, i.e., John Smith can't be submitted as a candidate to fill the requirements of both Digital Engagements Coordinator and Journalist/Staff Writer.

6. Journalist/Staff Writer

6.1 The **Journalist/Staff Writer** shall have the following qualifications as a minimum:

6.1.a Experience

- Prior NATO writing experience preferred.
- Prior experience of working in an international environment comprising both military and civilian elements.
- Knowledge of NATO responsibilities and organization, including ACT, ACO and NATO HQ.
- Prior work with NATO or National social media
- Provision of LinkedIn URL.

6.1.b Education

- Higher vocational training in a relevant discipline with 3 years post-related experience, or a secondary educational qualification with 3 years post-related experience as a writer or editor.
- The Journalist/Staff Writer shall be fluent in English-SLP 3333 (Listening, Speaking, Reading, and Writing).

6.1.c Special Requirements

- Sound experience with Microsoft Office applications.
- Proven ability at writing quickly and accurately.
- Outstanding writing, grammar and editing abilities.
- An instinct and enthusiasm for identifying newsworthy, as well as shareable, stories that resonate with the target audience.
- Ability to express oneself clearly both orally and in writing.
- Strong project management, time management and organizational skills

- Ability to prioritize and work under pressure.

6.1.d Security

- Valid NATO SECRET-level security clearance or active SECRET security clearance issued by a national authority.

7. 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 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 her roles and responsibilities in detail, to which he shall sign formal acceptance.

8. 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 issue shall be corrected and any impact on ongoing work.

9. Proof of Past Performance

Include proof of past performance for this labor category as identified in the IFIB instructions.

10. Contractor Technical Evaluation

Each responding Contractor Company shall be judged on technical information in response to this SOW to determine Technical Compliance. The contractor company must demonstrate that both the company and the

NATO UNCLASSIFIED

nominated individual unequivocally meet full compliance. Proposals shall be assessed and evaluated per Annex A of this solicitation. All applicable resumes are mandatory to enable a professional evaluation.

11. Rights in Technical Data Computer Software

Specific information about IPR is articulated in the General Terms and Conditions that support this Contract.

12. Releasability

NATO nations have regulations and laws applying to exporting defense-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 concerning both the Intellectual Property Rights and any applicable export control laws.

13. 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. Contractors shall have full access to the Microsoft Office Suite and Microsoft Project. Contractor personnel is not authorized to make any permanent/semi-permanent physical modifications to the HQ SACT facilities.

14. Security

14.1 Personnel Clearances

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

14.2 Security Conditions

The Contractors must adhere to current security conditions at HQ SACT and other work sites. Contractor personnel shall comply with all local host Nations, NATO security provisions, and other policies and procedures, as required. The possible security classification of the deliverables under this Contract may range from unclassified through NATO SECRET.

14.3 Building, Installation Access

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

14.4 Electronic Devices

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

15. Export Control

NATO nations have regulations and laws for exporting defense-related goods/ services from domestic and 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 to allow the bidder/contractor to assess the applicability of their pertinent national laws and regulations and act 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.

Annex A (Technical proposal Assessment) to Enclosure 6.b. Statement of Work for Journalist/Staff Writer (Level of Effort)

TECHNICAL PROPOSAL ASSESSMENT

The 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 to ascertain whether they have adequately demonstrated that they possess the required qualifications. Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly show by providing unequivocal reference to where candidates meet the criteria set forth in this solicitation. HQ SACT reserves the right to interview the nominated candidate(s).

The bids will be evaluated against the following levels:

Compliant (C) = Meets the criterion
Non-compliant = The proposal will be deemed non-

ITEM	COMPLIANT	NON-COMPLIANT
Minimum of two past performance citations within the last ten years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW.		
Active NATO or National SECRET (or higher) security clearance		
Key personnel citizen of NATO member nation		

#	CRITERIA	RANGE	SCORE (100 PTS Max.)
JOURNALIST / STAFF WRITER			
Experience			

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1	Preferred NATO or Nation writing experience.	Yes = 15 No = 0	
2	Prior experience of working in an international environment comprising both military and civilian elements.	Yes = 15 No = 1	
3	Knowledge of NATO responsibilities and organization, including ACT, ACO and NATO HQ.	Yes = 10 No = 1	
4	Prior work with NATO or National digital writing.	Yes = 15 No = 1	
5	Provide candidate's LinkedIn URL within CV.	Yes = 10 No = 0	
Education			
1	Higher vocational training in a relevant discipline with 3 years post-related experience. Or a secondary educational qualification with 3 years post-related experience.	Yes = 10 No = 0	
2	The Journalist/Staff Writer shall be fluent in English-SLP 3333 (Listening, Speaking, Reading, and Writing).	Yes = 10 No = 0	
Special Requirements			
1	Sound experience with Microsoft Office or equivalent (w/ certification).	Yes; with certification = 5 No certification = 1	
3	Outstanding writing, grammar and editing abilities.	Yes = 10 No = 0	

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		Total Score	
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*Bidders shall provide self-evaluation of grading matrix within their technical proposal to include reference to page number from within their technical proposal that proves the requirement is met. Lack of self-evaluated matrix could lead to a disqualification of bid submittal.

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

*****Minimum of 25 Points in the Subject Matter Expert Criteria. Any score below will be deemed non-compliant.

Enclosure 6.c. Statement of Work for HQ COMMs Branch Marketing (Deliverable-based)

STATEMENT OF WORK

1. Introduction

The NATO Allied Command Transformation (ACT) Communication Branch (referred herein as COMMS Branch) is responsible for globally communicating the strategic vision and messages created by the Command. The COMMS Branch consists of the Public Affairs and the Corporate Communications sections, both of which are overseen by the Branch Head who is responsible for the coordination of communications activities within the Command and with NATO HQ, Allied Command Operations, subordinate commands, and ACT teams.

The COMMS Branch is responsible for ensuring the delivery of pro-active, integrated, coherent, consistent, synchronized, and clear internal and external communications, towards aligned outcomes per Supreme Allied Commander Transformation's intent. In NATO policy, ACT release authority rests with Chief Public Affairs Officer (CPAO).

2. Task-specific Background

This Statement of Work (SOW) specifies the products that contract support is required to deliver in support of the Allied Command Transformation's (ACT) 2023 COMMS Branch goals and objectives to provide Supreme Allied Commander Transformation (SACT) a continued media presence, capturing content and creating publicly releasable products, maintaining a strong social media presence, broadcasting Innovation events and video conferences. To achieve success, we must promote ACT's efforts to stakeholders, key publics, digital audiences, industry, and academia to improve ACT's reputation particularly from the perspective of the NATO Command Structure and NATO Nations.

3. Scope

Under the guidance and supervision of the COMMS Branch COTR the selected service provider will be responsible for the execution of the tasks and the delivery of the specialist products specified in this Statement of Work.

4. Contract Type

Firm Fixed Price, Deliverables Based.

5. Surge Capability

A surge capability requirement is included to have a contract vehicle in place should emerging circumstances require a quick and temporary increase in contractor support (LOE or Deliverable) to meet new requirements within the scope of the existing Statement of Work. The Supplier shall be prepared to provide support services per labour category described above. The contractor shall be prepared to evaluate requirements and submit a

price proposal for any new in scope requirement for consideration by HQ SACT. Surge proposals will be evaluated by the Contracting Officer for fair and reasonable pricing and should be developed based upon the same pricing structure as the original contract proposal. The rate for surge effort shall not exceed the base/option year rate. Surge requirements will be incorporated by formal contract modification. Requests for pricing are made on a non-committal basis and do not constitute a formal commitment by HQ SACT to contract for additional work; supplier will not be reimbursed costs for preparing price proposals or other related expenses in response to a surge request. HQ SACT surge efforts will not exceed 80% of the annual contract value or 80% of the cumulative contract value. Requests to surge from other organisations outside of HQ SACT are not counted against the HQ SACT when calculating the surge tolerances.

6. Period of Performance

The period of performance for the Base Year is 1 January 2023 through 31 December 2023, with the possibility of 4 additional option years.

7. Place of Performance

All development work and meetings will be conducted at HQ SACT, at company offices, or remotely; no expectation or contingency for travel is required for this Contract.

8. Partial Bidding and Teaming Arrangements

Partial bidding is allowed for IFIB-ACT-SACT-22-134, but only one company will be awarded for this specific set of deliverables (6.c.). All submissions must state which Level of Effort position candidate(s) or Deliverable-based Contract is being proposed to fill. A candidate will not be considered for multiple positions in the same proposal, i.e., John Smith can't be submitted as a candidate to fill the requirements of both Digital Engagements Coordinator and Journalist/Staff Writer.

9. Tasking

- Deliver up to 10 Media Kits per month
- Deliver up to 10 podcasts per year
- Deliver up to 12 videos per year
- Article content generation and media placement 2 per month

10. Planned Deliverable

Serial	Deliverable Product Title	Due
1	Media Kits <i>Up to 10 per month, up to two-pages each</i> <i>Examples of Media Kit products: Fact sheet, Media alert, Profile, Bio, Backgrounders, News release, White Paper, Website articles, Flyer, Graphic Design, and Miscellaneous documents.</i>	10 products per month due by last business day of the month.

Serial	Deliverable Product Title	Due
2	Podcasts <i>Up to 10 per year</i> <i>Podcast analytics should be included in monthly status report; it is the expectation that the podcast will grow the audience with each release. (Baseline included in the Digital Audit)</i>	On-demand; 30-day minimum turnaround
3	Videography <i>Up to 12 per year</i> <i>Create a 3 to 5 min video. Timelines to be set two weeks in advance to cover: scene-setting; discuss design, make script proposals and refinements according to SMEs inputs; video capture, footage, and other material acquisition, with interviews if needed; present and refine video draft; deliver final video in HD format together with project files.</i>	On-demand; 14-day minimum turnaround
4	Article content generation and media placement <i>The Author is expected to develop a draft framework for each of the 24 articles. Framework shall comprise draft with outline and should be submitted to Task Manager for review. This product should aim to be 1500-2000 words in length. Placement should occur in digital and print mass media publications (newspapers, magazines,</i>	Up to 2 per month; no more than 24 a year

11. HQ COMMs Branch Marketing Deliverables Qualifications

Experience

- The Contractor should have demonstrated experience producing videos, podcasts, and writing in a strategic communication capacity for academia, industry, nongovernmental and military organizations.
- A minimum of ten years' experience as a communication and/or, marketing professional, and/or digital strategist with proven results.

Education

- Bachelor's Degree in Journalism, Communications, or Marketing is preferable.
- Knowledge of current industry standards and emerging digital tools and platforms.

Special Requirements

- A proven record of accomplishment, journalism, ideation, authoring products, communication strategy, and/or digital media. Knowledge of current marketing and communication industry standards.
- Experience working with diverse people in a dynamic environment on multiple projects with multiple deadlines. Ability to research, write, and communicate effectively. Journalism or Communications experienced preferred.
- A portfolio of products that include podcasts, video, media kits, and well-placed editorial products.

12. 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 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 her roles and responsibilities in detail, to which he shall sign formal acceptance.

13. 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 issue shall be corrected and any impact on ongoing work.

14. Proof of Past Performance

The Contractor is to provide a reference letter to show that it has completed work similar to the requirements outlined in this SOW. 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., ongoing, complete)
- Date of work performance
- Summary of staff used (by number and position)
- Name of client
- Complete contact information for the client
- Permission to contact the client for reference

15. Contractor Technical Evaluation

Each responding Contractor Company shall be judged on technical information in response to this SOW to determine Technical Compliance. The contractor company must demonstrate that the company and the nominated individual unequivocally meet full compliance. Proposals shall be assessed and evaluated per Annex A of this solicitation. All applicable resumes are mandatory to enable a professional evaluation.

16. Rights in Technical Data Computer Software

Specific information about IPR is articulated in the General Terms and Conditions that support this Contract.

17. Releasability

NATO nations have regulations and laws applying to exporting defense-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 concerning both the Intellectual Property Rights and any applicable export control laws.

18. Security

A NATO SECRET clearance is required for the integration aspect of work on this task and for access to the Headquarters. Development can be conducted offsite and may include contractors without a NATO security clearance.

19. Export Control

NATO nations have regulations and laws for exporting defense-related goods/ services from domestic and 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 to allow the bidder/contractor to assess the applicability of their pertinent national laws and regulations and act 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.

**Annex A (Technical proposal Assessment) to
Enclosure 6.c. Statement of Work for
Marketing (Deliverable-based)**

TECHNICAL PROPOSAL ASSESSMENT

The 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 to ascertain whether they have adequately demonstrated that they possess the required qualifications. Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly show by providing unequivocal reference to where candidates meet the criteria set forth in this solicitation. HQ SACT reserves the right to interview the nominated candidate(s).

The bids will be evaluated against the following levels:

Compliant (C) = Meets the criterion
Non-compliant = The proposal will be deemed non-
(N) compliant

ITEM	COMPLIANT	NON-COMPLIANT
Minimum of two past performance citations each category within the last five years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW.		
Active NATO or National SECRET (or higher) security clearance		
Provision of two client references with contact information		
Key personnel citizen of NATO member nation includes.		

*Bidders shall provide self-evaluation of grading matrix within their technical proposal to include reference to page number from within their technical proposal that proves the requirement is met. Lack of self-evaluated matrix could lead to a disqualification of bid submittal.

Enclosure 6.d. Statement of Work for HQ COMMs Branch STRATCOM Plans (Deliverable-based)

STATEMENT OF WORK

1. Introduction

The NATO Allied Command Transformation (ACT) Communication Branch (referred herein as COMMS Branch) is responsible for globally communicating the strategic vision and messages created by the Command. The COMMS Branch consists of the Public Affairs and the Corporate Communications sections, both of which are overseen by the Branch Head who is responsible for the coordination of communications activities within the Command and with NATO HQ, Allied Command Operations, subordinate commands, and ACT teams.

The COMMS Branch is responsible for ensuring the delivery of pro-active, integrated, coherent, consistent, synchronized, and clear internal and external communications, towards aligned outcomes per Supreme Allied Commander Transformation's intent. In NATO policy, ACT release authority rests with Chief Public Affairs Officer (CPAO).

2. Task-specific Background

This Statement of Work (SOW) specifies the products that contract support is required to deliver in support of the Allied Command Transformation's (ACT) 2023 COMMS Branch goals and objectives to provide Supreme Allied Commander Transformation (SACT) a continued media presence, capturing content and creating publicly releasable products. This is achieved strategic communication plans utilizing deliberate messages and tactics that help HQ SACT reach its internal and external stakeholders.

3. Scope

Under the guidance and supervision of the COMMS Branch COTR the selected service provider will be responsible for the execution of the tasks and the delivery of the specialist products specified in this Statement of Work.

4. Contract Type

Firm Fixed Price, Deliverables Based.

5. Period of Performance

The period of performance for the Base Year is 1 January 2023 through 31 December 2023, with the possibility of 4 additional option years.

6. Surge Capability

A surge capability requirement is included to have a contract vehicle in place should emerging circumstances require a quick and temporary increase in contractor support (LOE or Deliverable) to meet new requirements within the scope of the existing Statement of

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

7. Place of Performance

All development work and meetings will be conducted at HQ SACT, at company offices, or remotely; no expectation or contingency for travel is required for this Contract.

8. Partial Bidding and Teaming Arrangements

Partial bidding is allowed for IFIB-ACT-SACT-22-134, but only one company will be awarded for this specific set of deliverables (6.d.). All submissions must state which Level of Effort position candidate(s) or Deliverable-based Contract is being proposed to fill. A candidate will not be considered for multiple positions in the same proposal, i.e., John Smith can't be submitted as a candidate to fill the requirements of both Digital Engagements Coordinator and Journalist/Staff Writer.

9. Tasking and Deliverables:

Serial	Deliverable Product Title	Due
1	Messaging House <i>Managing Editor for new and updated Messaging House products. Oversees editorial process on new and updated messaging house products.</i>	Quarterly
2	Norfolk NATO Festival Strategic Communication Plan <i>Working with stakeholders, develop and execute a communication plan that link organizational goals with communication objectives, strategies, messages and vehicles.</i>	March 2023
3	NATO Information Communicator's Conference Strategic Communication Plan <i>Working with stakeholders, develop and execute a communication plan that link organizational goals with communication objectives, strategies, messages and vehicles.</i>	July 2023
4.	Alliance Warfare Development Talks Strategic Communication Plan <i>Working with stakeholders, develop and execute a communication plan that link organizational goals with communication objectives, strategies, messages and vehicles.</i>	Oct 2023

Serial	Deliverable Product Title	Due
5.	Strategic Communication Plan Placeholder <i>Working with stakeholders, develop and execute a communication plan that link organizational goals with communication objectives, strategies, messages and vehicles.</i>	TBD
6.	Placeholder Strategic Communication Plan <i>Working with stakeholders, develop and execute a communication plan that link organizational goals with communication objectives, strategies, messages and vehicles.</i>	TBD

10. HQ COMMs Branch STRATCOM Plans Deliverables Qualifications

Experience

- The Contractor should have demonstrated experience producing strategic communication plans for academia, industry, nongovernmental and military organizations.
- A minimum of ten years' experience as a communication and/or, marketing professional, and/or digital strategist with proven results.

Education

- Bachelor's Degree in Journalism, Communications, or Marketing is preferable.

Special Requirements

- A proven record of accomplishment on delivering communication strategy. Knowledge of current marketing and communication industry standards.
- Experience working with diverse people in a dynamic environment on multiple projects with multiple deadlines. Ability to research, write, and communicate effectively. Journalism or Communications experienced preferred.
- Contractor should submit a portfolio of strategic communication products executed within the last three years.

11. 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 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 her roles and responsibilities in detail, to which he shall sign formal acceptance.

12. 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 issue shall be corrected and any impact on ongoing work.

13. Proof of Past Performance

The Contractor is to provide a reference letter to show that it has completed work similar to the requirements outlined in this SOW. 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., ongoing, complete)
- Date of work performance
- Summary of staff used (by number and position)
- Name of client
- Complete contact information for the client
- Permission to contact the client for reference

14. Contractor Technical Evaluation

Each responding Contractor Company shall be judged on technical information in response to this SOW to determine Technical Compliance. The contractor company must demonstrate that the company and the nominated individual unequivocally meet full compliance. Proposals shall be assessed and evaluated per Annex A of this solicitation. All applicable resumes are mandatory to enable a professional evaluation.

15. Rights in Technical Data Computer Software

Specific information about IPR is articulated in the General Terms and Conditions that support this Contract.

16. Releasability

NATO nations have regulations and laws applying to exporting defense-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 concerning both the Intellectual Property Rights and any applicable export control laws.

17. Security

A NATO SECRET clearance is required for the integration aspect of work on this task and access to the Headquarters. Development can be on-site and may include contractors without a NATO security clearance.

18. Export Control

NATO nations have regulations and laws for exporting defense-related goods/ services from domestic and 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 to allow the bidder/contractor to assess the applicability of their pertinent national laws and regulations and act 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.

**Annex A (Technical proposal Assessment) to
Enclosure 6.d. Statement of Work for
STRATCOM PLANS (Deliverable-based)**

TECHNICAL PROPOSAL ASSESSMENT

The 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 to ascertain whether they have adequately demonstrated that they possess the required qualifications. Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly show by providing unequivocal reference to where candidates meet the criteria set forth in this solicitation. HQ SACT reserves the right to interview the nominated candidate(s).

The bids will be evaluated against the following levels:

Compliant (C)	=	Meets the criterion
Non-compliant (N)	=	The proposal will be deemed non-compliant

ITEM	COMPLIANT	NON-COMPLIANT
Minimum of three past performance examples within the last three years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW.		
Provision of two client references with contact information		
Active NATO or National SECRET (or higher) security clearance		
Key personnel citizen of NATO member nation includes.		

*Bidders shall provide self-evaluation of grading matrix within their technical proposal to include reference to page number from within their technical proposal that proves the requirement is met. Lack of self-evaluated matrix could lead to a disqualification of bid submittal.

Enclosure 6.e. Statement of Work for HQ COMMs Branch Digital Media Analysis (Deliverable- based)

STATEMENT OF WORK

1. Introduction

The NATO Allied Command Transformation (ACT) Communication Branch (referred herein as COMMS Branch) is responsible for globally communicating the strategic vision and messages created by the Command. The COMMS Branch consists of the Public Affairs and the Corporate Communications sections, both of which are overseen by the Branch Head who is responsible for the coordination of communications activities within the Command and with NATO HQ, Allied Command Operations, subordinate commands, and ACT teams.

The COMMS Branch is responsible for ensuring the delivery of pro-active, integrated, coherent, consistent, synchronized, and clear internal and external communications, towards aligned outcomes per Supreme Allied Commander Transformation's intent. In NATO policy, ACT release authority rests with Chief Public Affairs Officer (CPAO).

2. Task-specific Background

This Statement of Work (SOW) specifies the products that contract support is required to deliver in support of the Allied Command Transformation's (ACT) 2023 COMMS Branch goals and objectives to provide Supreme Allied Commander Transformation (SACT) a continued media presence, capturing content and creating publicly releasable products, maintaining a strong social media presence, broadcasting Innovation events and video conferences. To achieve success, we must measure our efforts against a baseline and improve continuously while also building an omnichannel data analytics into the core digital strategy to tap into valuable insights and create better digital experiences for stakeholders.

3. Scope

Under the guidance and supervision of the COMMS Branch COTR the selected service provider will be responsible for the execution of the tasks and the delivery of the specialist products specified in this Statement of Work.

4. Contract Type

Firm Fixed Price, Deliverables Based.

5. Surge Capability

A surge capability requirement is included to have a contract vehicle in place should emerging circumstances require a quick and temporary increase in contractor support (LOE or Deliverable) to meet new requirements within the scope of the existing Statement of Work. The Supplier shall be prepared to provide support services per labour category described above. The contractor shall be prepared to evaluate requirements and submit a

price proposal for any new in scope requirement for consideration by HQ SACT. Surge proposals will be evaluated by the Contracting Officer for fair and reasonable pricing and should be developed based upon the same pricing structure as the original contract proposal. The rate for surge effort shall not exceed the base/option year rate. Surge requirements will be incorporated by formal contract modification. Requests for pricing are made on a non-committal basis and do not constitute a formal commitment by HQ SACT to contract for additional work; supplier will not be reimbursed costs for preparing price proposals or other related expenses in response to a surge request. HQ SACT surge efforts will not exceed 80% of the annual contract value or 80% of the cumulative contract value. Requests to surge from other organisations outside of HQ SACT are not counted against the HQ SACT when calculating the surge tolerances.

6. Period of Performance

The period of performance for the Base Year is 1 January 2023 through 31 December 2023, with the possibility of 4 additional option years.

7. Place of Performance

All development work and meetings will be conducted at HQ SACT, at company offices, or remote; no expectation or contingency for travel is required for this contract.

8. Partial Bidding and Teaming Arrangements

Partial bidding is allowed for IFIB-ACT-SACT-22-134, but only one company will be awarded for this specific set of deliverables (6.e.). All submissions must state which Level of Effort position candidate(s) or Deliverable-based contract is being proposed to fill. A candidate will not be considered for multiple positions in the same proposal, i.e., John Smith can't be submitted as a candidate to fill the requirements of both Digital Engagements Coordinator and Journalist/Staff Writer.

9. Tasking and Deliverables

Serial	Deliverable Product Title	Due
1	Digital Audit and 2023 Recommendations <i>Identification of all ACT digital platforms and baseline for measurement including subordinate commands. Identification of all external media activities in print and digital platforms and baseline for measurement. Include analytics of 2021 and 2022 podcasts. Include recommendations based on industry standards. Report should include summary baseline findings of other NATO organisations such as NATO HQ, ACO, NCIA.</i>	Due within 30 days of contract initiation
2	Monthly Digital Analysis <i>Perform research and analysis on NATO ACT's digital assets, including the market and stakeholders, aiming for brand awareness. Gather accurate data, devising strategies for digital optimization, perform analyses on campaigns and projects, and translating data into less complicated terms. Maintain records and report monthly. Convert data into customer journey insights. Include observations and recommendations where necessary.</i>	Monthly – due the last business day month Jan – Nov, and 15 December

Serial	Deliverable Product Title	Due
3	Website Refresh <ul style="list-style-type: none"> <i>Site refresh that is optimized for speed for both desktop and mobile users. A new look and feel using modern technologies. Mobile-friendly, extremely attractive, and easy to use and navigate for your visitors. Refreshed site should be easy and simple to update after launch. Developed in phases to allow for future phases of social media integration and increased engagement with the audience to reduce the overall bounce rate for the visitors. Contractor should create a digital experience that builds rapport and showcases NATO ACT to its target audiences. Contractor should use efficient processes and tools. Communication should be prompt with phone and email support.</i> 	Up to two times per year

10. HQ COMMs Branch Digital Media Analysis Deliverables Qualifications

Experience

- The Contractor should have demonstrated experience producing website redesigns and digital analytics for academia, industry, nongovernmental and military organizations.
- A minimum of five years' experience as a web developer.

Education

- Bachelor's Degree in web design and development is desirable.

Special Requirements

- A proven record of accomplishment on website updates and digital analysis across digital platforms
- Experience working with diverse people in a dynamic environment on multiple projects with multiple deadlines.
- Contractor should submit a portfolio of relevant products executed within the last three years.

11. 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 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 her roles and responsibilities in detail, to which he shall sign formal

acceptance.

12. 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 issue shall be corrected and any impact on ongoing work.

13. Proof of Past Performance

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- Status of work (i.e., ongoing, complete)
- Date of work performance
- Summary of staff used (by number and position)
- Name of client
- Complete contact information for the client
- Permission to contact the client for reference

14. Contractor Technical Evaluation

Each responding Contractor Company shall be judged on technical information in response to this SOW to determine Technical Compliance. The contractor company must demonstrate that both the company and the nominated individual unequivocally meet full compliance. Proposals shall be assessed and evaluated per Annex A of this solicitation. All applicable resumes are mandatory to enable a professional evaluation.

15. Rights in Technical Data Computer Software

Specific information about IPR is articulated in the General Terms and Conditions that support this Contract.

16. Releasability

NATO nations have regulations and laws applying to exporting defense-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 concerning both the Intellectual Property Rights and any applicable export control laws,

17. Security

A NATO SECRET clearance is required for the integration aspect of work on this task and for access to the Headquarters. Development can be conducted offsite and may include contractors without a NATO security clearance.

18. Export Control

NATO nations have regulations and laws for exporting defense-related goods/ services from domestic and 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 to allow the bidder/contractor to assess the applicability of their pertinent national laws and regulations and act 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.

Annex A (Technical proposal Assessment) to Enclosure 6.e. Statement of Work for Digital Media Analysis (Deliverable-based)

TECHNICAL PROPOSAL ASSESSMENT

The 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 to ascertain whether they have adequately demonstrated that they possess the required qualifications. Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly show by providing unequivocal reference to where candidates meet the criteria set forth in this solicitation. HQ SACT reserves the right to interview the nominated candidate(s).

The bids will be evaluated against the following levels:

Compliant (C) = Meets the criterion
Non-compliant (N) = The proposal will be deemed non-compliant

ITEM	COMPLIANT	NON-COMPLIANT
Minimum of two past performance citations of each category within the last three years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW.		
Provision of two client references with contact information		
Key personnel citizen of NATO member nation includes.		

*Bidders shall provide self-evaluation of grading matrix within their technical proposal to include reference to page number from within their technical proposal that proves the requirement is met. Lack of self-evaluated matrix could lead to a disqualification of bid submittal.

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*.