

RFP-ACT-SACT-22-101



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

Description of Acquisition Part 1

Bidding Instructions

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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 not allowed.**

2. Classification

This RFP 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 RFP, and has indicated thereon its intention without commitment, to participate in this RFP.
- (b) The term “Bidder”, shall refer to the bidding entity that has completed a bid in response to this RFP.
- (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 RFP 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 RFP shall, unless otherwise stated, be interpreted as meaning calendar days.
- (j) The term “Habitual Residence”, means HQ SACT, Norfolk, Virginia, VA 23551.

4. Eligibility

This RFP 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 RFP.
- (d) **All proposed key personnel on this requirement must be citizens of a NATO member nation.**

5. Duration of Contract

- (a) The contract awarded shall be effective upon date of award.
- (b) Period of Performance: on or about August 15, 2022 – 31 December 2022 with one 12 month option period; 1 January 2023 – 31 December 2023

6. Exemption of Taxes

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

7. Amendment or Cancellation

- (a) HQ SACT reserves the right to amend or delete any one or more of the terms, conditions or provisions of the RFP 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 RFP 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 RFP is cancelled any/all received bids shall be returned unopened, per the bidder's request.

8. Bidder Clarifications

- (a) Prospective Bidders should seek clarification at their earliest convenience. Any

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explanation regarding the meaning or interpretation of this RFP, terms, clause, provision or specifications, shall be requested in writing, from the Contracting Officer. The Contracting Officer must receive such requests for clarification no later than 3 calendar days prior to the bid closing date.

- (b) In lieu of a bidder's conference, HQ SACT invites bidders to submit initial technical questions not later than 25 Jul 2022.
- (c) Information in response to all inquiries / requests for clarification to a prospective bidder shall be furnished to all prospective bidders at the following link: <http://www.act.nato.int/contracting> as a Question and Answer addendum. All such addendums and any necessary solicitation amendments shall be incorporated into this RFP. Oral Interpretations shall not be binding.

9. Bid closing date

Bids shall be received at HQ SACT, Purchasing and Contracting Office, no later than **10 August 2022, 0900 hours, Eastern Daylight 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 RFP. 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 electronic copies only, A) e-mailed as one single PDF file version for the **technical proposal** and B) e-mailed as one single PDF file version for the **price proposal**. Both the technical and price proposal are required no later than **10 August 2022, 0900 hours, Eastern Daylight Time, Norfolk, Virginia, USA**. **No hard copy proposals will be accepted.**

A table of contents for the entire proposal

- (a) The bidder's full name address, Point of Contacts, Telephone, Fax number and Internet site,
- (b) Compliance statement (See Enclosure #1),
- (c) Provision of technical and price volumes,
- (d) Compliance criteria (See Annex A to Statement of Work),
- (e) Past performance (See Enclosure #2).

12. Proposal Submission

- (a) Proposals shall be submitted in a two separate PDF documents, one containing the Technical volume and one containing the Price volume, each e-mailed separately. The subject of the e-mail shall cite RFP Solicitation reference number and identify if it is the technical or price volume. The electronic proposal submission is required to the assigned Contracting Officer, prior to the established bid closing date and time. **It is the sole responsibility of the company to confirm receipt of both the technical and price volumes prior to the deadline. Allow sufficient time in your submission should you encounter e-mail size challenges.**
- (b) **Price proposals shall be in U.S. Dollar currency.** Contractor may request payment post award in alternate currency based on agreed conversion rate.
- (c) Prices shall be on a Firm Fixed Price Basis and include any relevant discount schedule.
- (d) It is the sole responsibility of the interested company to review any Q & A that may be issued in support of this solicitation, prior to bid submission.
- (e) No oral bids or oral modifications or telephonic bids shall be considered.
- (f) It is the ultimate responsibility prior to submission that all proposal submissions are reviewed to ensure they meet the technical and administrative specifications and that offers meet the limitations and expressed conditions.

13. Late Proposals

- (a) It is solely the bidder's responsibility that every effort is made to ensure that the proposal reaches HQ SACT prior to the established closing date and time. All late bids shall be returned to the offering company unopened. Only if it can be unequivocally demonstrated that the late arrival of the bid package was the

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result of NATO staff negligence (mishandling) shall the bid be considered.

- (b) **A delay in an e-mail exchange due to server or size restrictions does not constitute a delay by NATO.**

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 RFP. HQ SACT is not responsible for any content that is not clearly identified in any proposal package.

(b) Proposals shall be evaluated and awarded to the company that represents the best value to NATO. Proposals will be weighted 70% technical / 30% price.

(c) Acceptance of HQ SACT General and Special Terms and Conditions.

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 concern.

17. Award

HQ SACT intends to award a firm fixed price contract(s) to the Offeror(s) whose proposal(s) represents the best value to NATO. Partial awards are not authorized.

HQ SACT will collect information from references provided by the Offeror in regard to its past performance. Contractors must provide authorization to contact references. HQ SACT reserves the right to negotiate minor deviations to the listed General and Special Terms and Conditions to this RFP.

18. Communications

All communication related to this RFP, 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 RFP. Such adherence shall ensure Fair and Open Competition with equal consideration and competitive footing leverage to all interested parties.

19. Point of Contact is:

Tonya Bonilla, ACT Contracting Officer, 757-747-3575, tonya.bonilla@act.nato.int or
Catherine Giglio, ACT Contracting Officer, 757-747-3575, Catherine.gigilo@act.nato.int or
Magdalena Ornat, ACT Contracting Specialist, 757-747-3150,
magdalena.ornat@act.nato.int

All correspondence shall be forward to:

HQ SACT, BUDFIN BRANCH
Purchasing & Contracting, Contracting Officer
RFP-ACT-SACT-22-101
7857 Blandy Road, Suite 100, Norfolk, 23551
VA, U.S.A.

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Enclosure 1

COMPLIANCE STATEMENT TO SEALED BID RFP-ACT-SACT-22-101

It is hereby stated that our company has read and understands all documentation issued as part of RFP-ACT-SACT-22-101. Our company proposal submitted in response to the referenced solicitation is fully compliant with the provisions of RFP-ACT-SACT-22-101 and the intended contract with the following exception(s); such exemptions are considered non substantial to the HQ SACT solicitation provisions issued.

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

Company: _____ Signature: _____

Name & Title: _____ Date: _____

Company Bid Reference: _____

Bidder's proposal must be based on full compliance with the terms, conditions and requirements of the RFP 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.

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Enclosure 2

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

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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Enclosure 3

RFP-ACT-SACT-22-101 SEALED BID PRICE PROPOSAL

COMPANY NAME: **ABC, Inc**
ADDRESS: **Street,**
City, Post code

TO: Chairman of Supreme Allied Commander Transformation, (HQ SACT)
Contracts Award Committee.
ATTN: Tonya Bonilla/Catherine Giglio
7857 Blandy Road, Suite 100
Norfolk, VA 23551

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

Authorizing Company Official:

Printed _____ Name: _____
Position: _____
Title: _____

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

Company name Witness Official:

Printed _____ Name: _____
Position: _____
Title: _____

Witness Signature: _____, Date _____

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

SUBJECT: RFP-ACT-SACT-22-101 Sealed Bid Price Proposal

Please find on behalf of **Insert: Company Name** to provide HQ SACT with services (collectively referred as “ITEMS”), subject to the provisions, terms and conditions stated in RFP ACT-SACT-22-101 and the “**Insert : Company Name** Technical proposal”, submitted in accordance with solicitation provisions.

SME Support to Infrastructure Capability Portfolio Development and Management	Hourly Rate Base Period	Total Base Period (750 hours for purposes of bidding)	Hourly Rate Option Period	Total Option Period (1800 hours)

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

Authorizing Company Official:

Printed _____ Name: _____

Position: _____

Title: _____

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

Company name Witness Official:

Printed _____ Name: _____

Position: _____

Title: _____

Witness Signature: _____, Date _____

STATEMENT OF WORK (SOW)

FOR

SUPPORT TO INFRASTRUCTURE CAPABILITY PORTFOLIO DEVELOPMENT & MANAGEMENT

1. INTRODUCTION

ALLIED COMMAND TRANSFORMATION (ACT) is NATO's leading agent for change: driving, facilitating, and advocating the continuous improvement of capabilities to maintain and enhance the military relevance and effectiveness of the Alliance.

The main objectives of ACT are:

- providing appropriate support to NATO missions and operations;
- leading NATO transformation and warfare development;
- improving relationships, interaction and practical cooperation with nations, partners and international organisations.

ACT therefore, in addition to providing unfettered military support to policy development within NATO, leads:

- concept development,
- capability development and training as well as
- lessons learned initiatives.

CAPABILITY DEVELOPMENT (CAPDEV) DIRECTORATE holds responsibility to identification and prioritization of Alliance capability shortfalls from short to long term. Along a continuum of holistic capability development, the Directorate is leading the determination of required capabilities and prioritization of shortfalls to inform the delivery of materiel and non-materiel solutions across the Doctrine, Organisation, Training, Material, and Leadership, Personnel, Facilities and Interoperability (DOTMLPFI) lines of effort. This holistic approach to capability development ensures improved interoperability, deployability and sustainability of Alliance Forces. DCOS CAPDEV acts as the Supreme Allied Commander Transformation's Director for guidance, direction and coordination of the activities and resources of the Directorate.

CAPABILITIES (CAP) DIVISION coordinates the development of capabilities from capability planning through acceptance and then disposal with the management entities, NATO HQ staff and the NATO Governance Structure. This entails synchronizing horizontally across capabilities to achieve coherent efforts and outcomes. The Division also provides military advice to NATO policy development as well as development of the NATO Enterprise and capability architectures. This includes coordination, participation and use of analysis of alternatives, concepts, wargaming, and experimentation to develop a comprehensive, holistic through lifecycle plan for a capability. The Division is responsible for developing the Capability Programme Plan (CPP) with support from Allied Command Operations (ACO) and NATO Agencies including their submission to Governance for approval. Furthermore, the Division develops acceptance plans with management level stakeholders, oversees the execution of acceptance plans, and the development of the report to be approved by ACO. Finally, the Division develops and oversees coordination and development of disposal plans for any legacy capabilities with a focus on rapid transition and cost savings.

Material Solutions, Infrastructure and Facilities (MSIF) Branch provides infrastructure Programme Directors for but not limited to Air Basing, Maritime, Bulk Fuel & Munitions and NATO Command Structure Facilities, to direct, guide and monitor those programmes in a through-lifecycle approach across all the elements of DOTMLPFI. This includes participation in Site Surveys and the acceptance process.

2. BACKGROUND AND SCOPE OF WORK

a. Background

Addressing current deficiencies and providing robust, secure, interoperable and survivable C2 systems, services and C2-related static and deployable infrastructure for the NCS, at strategic, operational and tactical level, also addressing related requirements across the full DOTMLPFI spectrum, to plan, execute and assess NATO operations in the dynamically changing security environment.

ACT will be responsible for tasks such as programme development across the DOTMLPFI spectrum in accordance with the defined requirements, programme and project management throughout the full capability life cycle in accordance with the NATO capability delivery processes and will support the elicitation of requirements to address emerging challenges in the dynamic operational environment for the NATO mission. The infrastructure portion of capability development is aimed at delivering Air Basing, Maritime, Bulk Fuel & Munitions and NATO Command Structure Facilities to meet extant NATO Operational, Strategic and Political Requirements. Within these programmes it is MSIF's responsibility to direct, guide and monitor those programmes in a through-lifecycle approach across all the elements of DOTMLPFI.

b. Scope of work (Contractor Support)

The objective for the contract will be to facilitate and assist in the study and creation of a risk and benefits based Infrastructure Programme Portfolio management system to support and integrate ongoing and subsequent programmes into the Infrastructure Portfolio.

The scope includes:

- work with NATO PMO in piloting and integrating the selected infrastructure portfolio management solution into the wider ACT PMO portfolio management framework and NATO Capability delivery framework
- integration into other linked, dependent or supporting programmes;
- enhance reporting and issues/risk management to ACT CAPDEV CAP Programme Management Office (PMO);
- assistance in the creation of an Infrastructure Lifecycle view (effectively a NATO Infrastructure Domain) to be integrated pan NATO stakeholders;
- support in creation of an infrastructure Programme of Work (POW);
- requirement elicitation in collaboration with stakeholders;
- assistance in the development and implementation of the infrastructure capability programmes using the full spectrum of programme and project management as stipulated in the NATO Governance Model for delivery of common funded capabilities;

- support to architecture development;
- a holistic lifecycle management, capability acceptance and the management of ongoing capability development efforts, for instance related Capability Packages (CP – former Governance Model/legacy projects).

The outputs include:

- study reports, including options and gap analysis for Infrastructure Capability Programme Portfolio
- delivery of selected options of the programme management products in accordance with the NATO Common Funded Capability Deliverance Governance Model (CFCDGM);
- programme management plans;
- products to address information requirements at the governance level;
- plans to enhance NATO capabilities in an incremental approach, based on the results of elicited requirements and coordination with the broad array of stakeholders in the NATO Command Structure and at NATO HQ.

3. TYPE OF CONTRACT AND PERIOD OF PERFORMANCE

a. TYPE OF CONTRACT

Firm Fixed Price Services Contract in accordance with the General and Special Terms and Conditions: as such it is a Level of Effort contract with a maximum limit or fraction thereof as set forth in the Statement of Work. All employer responsibilities for the contractor personnel performing under this contract shall lie with the contractor.

b. PERIOD OF PERFORMANCE

A base period of performance from contract award - 31 DEC 2022, with one 12 month option period; 01 January 2023 – 31 December 2023.

Option period shall be exercised at the sole discretion of the HQ SACT Contracting Officer, based on satisfactory work performance, available funding, and on-going/evolving requirements.

4. Tasking and deliverables

a. LEVEL OF EFFORT

One man-year per annum with 1800 hours of service to be rendered by the labour category of the contract personnel. Man-hours are further defined in para. 3 (f) of Special Terms and Conditions.

b. SURGE CAPABILITY

The rate for surge effort shall not exceed the base/option year rate. A surge capability requirement is included to have a contract vehicle in place should emerging circumstances require a quick and temporary increase in contractor personnel or additional effort from existing personnel (to meet new requirements within the scope of the existing Statement of Work). The Contractor Company shall be prepared to provide support services for the labour category described in this document. The contractor shall be prepared to evaluate requirements and submit a price proposal for any new requirement for consideration by HQ SACT but not limited to the related areas above. Surge proposals will be evaluated by the Contracting Officer for fair and reasonable pricing and should be developed based upon the same pricing structure as the original contract proposal. Surge efforts will be incorporated by formal contract modification. Requests for pricing do not constitute any commitment by HQ SACT to contract for additional work; contractor will not be reimbursed costs for preparing price proposals for consideration. HQ SACT surge efforts will not exceed 50% of the annual contract value or 50% of the cumulative contract value. However, other NCS entities surging against this contract shall not exceed 50% of the total value of this contract.

5. PARTIAL BIDDING

This SOW includes one labour category; partial bidding is not applicable.

6. LABOUR CATEGORIES

LABOUR CATEGORY - CONTRACTOR SUPPORT TO NATO INFRASTRUCTURE CAPABILITY PORTFOLIO DEVELOPMENT AND MANAGEMENT

a. Tasking

1. provision of support to the development of infrastructure capability programme management products in accordance with the NATO CFCDGM across all DOTMLPFI lines of development in a through life cycle approach, based on the guidance of the ACT Capability Programme Director and the Project Coordinator;
2. support the ACT Capability Monitor, Programme Director and the Project Coordinator in their portfolio and programme management efforts, including the interaction with stakeholders at all levels, from strategic to tactical;
3. compilation of the Infrastructure Capability Roadmap in context of the ACT-led effort to deliver a holistic approach toward NATO capability development converging towards the New NATO Strategy, based on identified requirements;
4. provision of methodological and analytical expertise in support of the development and implementation of the holistic approach toward capability development;
5. integration of Infrastructure Programmes into holistic Infrastructure Portfolio;
6. enhancing reporting and issues/risk management to the PMO;

7. administration of Capability Programme status information in the electronic environment supporting ACT warfare development information sharing and coordination;
8. support the interaction with NATO Agencies in context of the Capability Programme implementation and validation of capabilities;
9. perform additional tasks, as required and within scope of this SOW as directed by the Contracting Officers Technical Representative (COTR).

b. Essential Qualifications

1. A four year University/ Bachelor's degree;
2. Active NATO SECRET Security Clearance or national equivalent at the time of bidding and throughout the whole contract;
3. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent;
4. 5 years of demonstrable Programme/Project Management experience in the past ten years within a complex and dynamic environment, with a focus on military capability development;
5. 5 years demonstrable experience in the field of capability development processes in the past fifteen years related to national/NATO military acquisition;
6. Proposed contractor has demonstrable experience in the field of Programme and Project Management and certified in Programme and Project Management: (MSP, PRINCE 2, PMP or equivalent).
7. 3 years' minimum demonstrable experience in the field of Requirements Management and certified in Requirements Management: (Certification is not as specific as there are many certifications).
8. 3 years' minimum demonstrable experience in the field of Portfolio Management;
9. Demonstrable familiarity with Infrastructure Programmes
10. Risk Management Practitioner (e.g. current AXELOS/PMP certification or similar);

c. Desired Qualifications

1. Experience with the NATO/Allied Command Transformation procedural environment for capability development;
2. Background in the field of Infrastructure Programmes;

7. Contractor (Technical Evaluation / Contractor Supervision)

a. Performance Requirements

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

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

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

b. 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 (by contractor position) for tasking and deliverables for the reporting period;
- Contract hours expended showing a comparison with budgeted hours;
- Current or anticipated problems/deficiencies and recommended solution.

The COTR may amend the reporting requirements to receive alternate and/or additional data and information on a more frequent or less frequent basis, and may request other reports that detail designated aspects of the work or methods to remedy problems and deficiencies. The Contracting Officer shall receive a minimum of a monthly report, regardless of COTR changes. However, note that the report is NOT a deliverable subject to acceptance. The Contractor is expected to work closely with ACT personnel, ACO staff, the user community and SMEs. Consequently, the Contractor is expected to promptly address all identified problems and deficiencies, providing the COTR with written information on how problem shall be corrected and any impact to on-going work.

8. Proof of Past Performance

The Contractor is to provide a minimum of one (1) past performance citations (for work within the past ten years) to show that work has been successfully completed which is similar to the requirements outlined in this SOW. References may be submitted in lieu of past performance citations. The citations/references shall include the following information at a minimum:

- Summary of work performed showing 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;
- Name of client/reference;
- Complete contact information for client/reference;
- Permission to contact client for reference.

9. PLACE OF PERFORMANCE

Located at the HQ SACT Norfolk site, HQ SACT Norfolk USA shall serve as the habitual residence for performance under this contract for Labour category. The Contractor is expected to perform the majority of the required work in HQ SACT Norfolk USA with temporary work at alternate locations as per requirements specified by the COTR.

10. Required Travel for Personnel Service Contracts

It is anticipated that the contractor may travel 4-6 times per year to destinations in Europe, particularly in Belgium, in support of this contract for durations of up to 21 days.

11. Furnished materials and services (Working Materials)

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

12. Physical Security

a. Personnel Clearances

Contractor personnel shall be responsible for obtaining all needed security clearances prior to starting work at HQ SACT. The Contractor shall have a minimum of a NATO SECRET security clearance or national equivalent. 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 security clearance on the start date, the company shall be liable for bid non-compliance or immediate contract termination. The Contractor Company must provide confirmation that the proposed candidate has active clearance at the time of bidding. The Contractor Company is fully responsible for arranging all work visas.

b. Security Conditions

The Contractors must adhere to current security conditions at HQ SACT and other work sites such as SHAPE. Contractor personnel shall comply with all local host nation and NATO security provisions and other policies and procedures, as required. The possible security classification of the deliverables under this contract may range from NOT CLASSIFIED/UNCLASSIFIED through NATO SECRET.

c. Building / Installation Access

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

d. Electronic Devices

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

13. Security Considerations for the Deliverables (Export Control)

a. General

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

b. Releasability

The products or services under this SOW will need to be releasable to entities identified under the statements made with regard to both the IPR and any applicable export control laws.

c. Intellectual Property Rights (IPR)

Specific information to IPR is articulated in the General Terms and Conditions that support this contract.

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.

**Statement of Work for SUPPORT TO INFRASTRUCTURE CAPABILITY
PORTFOLIO DEVELOPMENT & MANAGEMENT**

Contractor’s technical proposals will be assessed on the qualifications of the team proposed to perform the work. Individuals’ résumés must be provided. The proposed team as a whole will be measured against the criteria specified below in order to ascertain whether the team have the required expertise. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **Examples of how contractor meets the minimum criteria are required. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where / how the contractor meets the criteria set forth in this solicitation (please include page number in proposal and/or reference to CV).**

Point values assignment (up to 100) will be based both on level of knowledge/experience in relation to the tasks contained in the SOW and on the number of years’ experience.

Bidder Name _____

Item	Compliant	Non-Compliant
Company provided at least one past performance citation identifying work successfully completed in the field of Portfolio and Programme Management		
Company is headquartered in one of the NATO Countries with proposed candidate that is citizen of NATO nation.		
Proposed candidate is proficient in the English language (Listening, Speaking, Reading & Writing). SLP3333		
Proposed candidate has four year University / Bachelor’s degree		
Proposed candidate holds active NATO or National SECRET security clearance		

NATO UNCLASSIFIED

	Item	Range	Score
1	Proposed contractor demonstrates familiarity with Infrastructure Programmes	<p>Past work experience demonstrated in managing and supporting Infrastructure Programmes (10 - 15 pts)</p> <p>Familiarity, but no experience demonstrated (1-9 pts)</p> <p>No familiarity (0 pts – Still compliant)</p>	
2	Proposed contractor has minimum of 3 years' demonstrable experience in Portfolio Management.	<p>6+ years demonstrable experience in Portfolio Management (10 - 15 pts)</p> <p>3-5 years demonstrable experience in Portfolio Management (1-9 pts)</p> <p>Less than 3 years demonstrable experience in Portfolio Management or no experience (0 pts- non compliant)</p>	
3	5 years minimum demonstrable experience in the past 15 years in the field of capability development processes related to national/NATO military acquisition.	<p>10+ years past work experience demonstrated in capability development processes related to national/NATO military acquisition (10 -15 pts),</p> <p>5-10 years' work experience demonstrated in capability development processes related to national/NATO military acquisition (1-9 pts)</p> <p>No past work experience (0 pts- non compliant)</p>	
4	Proposed contractor has 3 years minimum demonstrable experience in the field of Programme and Project Management and certified in Programme and Project Management: (MSP, PRINCE 2, PMP or equivalent).	<p>5+ years demonstrable experience and equivalent qualifications (10-15 pts)</p> <p>3-5 years demonstrable experience and equivalent qualifications (1-9 pts)</p> <p>Less than 3 years demonstrable experience (0 pts- non compliant)</p>	

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5	<p>Proposed contractor has 3 years minimum demonstrable experience in the field of Risk Management and certified in Risk Management: (Risk Management Practitioner (e.g. current AXELOS / PMP certification or similar)).</p>	<p>5+ years demonstrable ability and equivalent qualifications (10-15 pts)</p> <p>3-5 years demonstrable ability and equivalent qualifications (1 - 9 pts)</p> <p>Less than 3 years demonstrable ability (0 pts- non compliant)</p>	
6	<p>Proposed contractor has minimum of 3 years' demonstrable experience in the field of Requirements Management and certified in Requirements Management: (Certification is not as specific as there are many certifications).</p>	<p>5+ years demonstrable ability and equivalent qualifications (10 pts)</p> <p>3-5 years demonstrable ability and equivalent qualifications (1 - 9 pts)</p> <p>Less than 3 years demonstrable ability (0 pts- non compliant)</p>	
7	<p>5 years minimum demonstrable Programme/Project Management experience in the past 10 years within a complex and dynamic environment, with a focus on military capability development;</p>	<p>10+ years demonstrable ability and equivalent qualifications (10 - 15 pts)</p> <p>5-10 years demonstrable ability and equivalent qualifications (1-5 pts)</p> <p>Less than 5 years demonstrable ability (0 pts- non compliant)</p>	

SOW BACKGROUND AND DEFINITIONS

ACT - Allied Command Transformation

A **Capability** is the existing ability to perform actions to achieve objectives and/or effects. A capability typically consists of a combination of aspects across the DOTMLPFI¹ spectrum.

Capability Package – Legacy NATO programme Construct

Cap Dev – Capability Development Directorate

A **Capability Programme Plan (CPP)** defines a capability requirement, the assets needed to fulfil the requirement and the resources needed to resolve any shortfalls in required assets. A **CPP** has to identify a combination of national (military and civilian) and NATO funded capital investments, operation and maintenance (O&M) cost, manpower and other associated costs, which, together with military forces and other essential contributions, provides NATO with a specific common funded capability.

Capability Monitor – Portfolio Level Interface into the Governance level of NATO HQ

COTR – Contracting Officer Technical Representative

DOTMLPFI – Doctrine, Organisation, Training, Materiel, Leadership, Personnel, Facilities, Interoperability (Lines of Development).

Governance Model – New model for NATO Programme Management

MSIF Materiel Solutions, Infrastructure and Facilities

NCS – NATO Command Structure

PMO - Programme Management Office

SOW – Statement of Work

Doctrine, Organisation, Training, Materiel, Leadership, Personnel, Facilities, Interoperability.