

RFP-ACT-SACT-22-149



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

RFP-ACT-SACT-22-149

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.

RFP-ACT-SACT-22-149

1. **General**
2. **Classification**
3. **Definitions**
4. **Eligibility**
5. **Duration of the Contract**
6. **Exemption of Taxes**
7. **Amendment or Cancellations**
8. **Bidder Clarifications**
9. **Bid Closing Date**
10. **Bid Validity**
11. **Contents of Proposal**
12. **Proposal Submission**
13. **Late Proposal**
14. **Bid Withdrawal**
15. **Bid Evaluation**
16. **Proposal Clarifications**
17. **Award**
18. **Communications and Contacts**
19. **Point of Contact**

ENCLOSURES:

1. **Proposal/Content Checklist**
2. **Address Label**

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.

3. Bidder's Contact Information
4. Compliance Statement to Sealed Bid
5. Past Performance Information
6. Mandatory Price Proposal
7. Statement of Work

Annex A – Technical Proposal Assessment

PART 1 BIDDING INSTRUCTIONS

1. General

This commercial services contract is a firm fixed price **level of effort** contract in accordance the Special and General 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

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RFP-ACT-SACT-22-149

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 23511.

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.

5. Duration of Contract

- (a) The contract awarded shall be effective upon date of award.
- (b) Period of Performance: 07 February 2023 – 16 February 2023.

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,

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RFP-ACT-SACT-22-149

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.

8. Bidder Clarifications

- (a) Prospective Bidders should seek clarification at their earliest convenience. Any 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 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 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 **05 January 2023, 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 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 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 **05**

RFP-ACT-SACT-22-149

January 2023, 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 RFP 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.

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RFP-ACT-SACT-22-149

(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 RFP. 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 the scope of this RFP and the evaluation criteria identified in Annex A.

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

- Successful administrative submission of bid packages and requested documents.

RFP-ACT-SACT-22-149

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

16. Proposal Clarifications

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

17. Award

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

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RFP-ACT-SACT-22-149

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

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

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

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

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

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

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

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

Obligations of the Parties.

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

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RFP-ACT-SACT-22-149

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 Mark Macsule, ACT Contracting Officer 757-747-3612;
mark.macsule@act.nato.int

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

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RFP-ACT-SACT-22-149

ENCLOSURE 1 (Proposal Content / Checklist)

PROPOSAL CONTENT / CHECKLIST

Table of Contents

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

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RFP-ACT-SACT-22-149

ENCLOSURE 2

COMPLIANCE STATEMENT TO SEALED BID RFP-ACT-SACT-22-149

It is hereby stated that our company has read and understands all documentation issued as part of RFP-ACT-SACT-22-149. Our company proposal submitted in response to the referenced solicitation is fully compliant with the provisions of RFP-ACT-SACT-22-149 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 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: Y/N
- (m) Name/Signature of Authorized Company Official

RFP-ACT-SACT-22-149

Enclosure 4

RFP-ACT-SACT-22-149 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 Mark Macsule

7857 Blandy Road, Suite 100

Norfolk, VA 23551

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

PrintedName: _____

Position: _____ Title: _____

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

Company name Witness Official:

Printed Name: _____

Position: _____ Title: _____

Witness Signature: _____

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RFP-ACT-SACT-22-149

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 RFP ACT-SACT-22-149 and the **(Company Name)** Technical proposal", submitted in accordance with solicitation provisions.

Service Area	Week 1 07 Feb 2023 –10 Feb Dec2023	Week 2 12 Feb 2023 –16 Feb 2023
HQ SACT	Hourly Rate: (32 hours)	Hourly Rate: (40 hours)
Overall Red Team Event Lead	\$	\$
Red Team Leader 1	\$	\$
Red Team Leader 2	\$	\$
Red Team Cyber SME	\$	\$
Red Team Space SME	\$	\$
Overall Green Team Event Lead	\$	\$
Scenario Lead	\$	\$
Facilitator	\$	\$

Week 1 = \$

Week 2 = \$

Total Contract Value \$ _____

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

Authorizing Company Official:

Printed Name: _____

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RFP-ACT-SACT-22-149

Position: _____

Title: _____

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

Company name Witness Official:

Printed Name: _____

Position: _____

Title: _____

Witness Signature: _____, Date _____

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

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ENCLOSURE 6 (Statement of Work)

STATEMENT OF WORK (SOW)

FOR

**SUBJECT MATTER EXPERT SUPPORT TO CONDUCT
THE VALIDATION EVENT
FOR THE NATO MULTI DOMAIN OPERATION IN URBAN ENVIRONMENT (MDO IN UE)
CONCEPT**

1. Introduction

The Allied Command Transformation (ACT), Strategic Plans and Policy Division, Concept Development (CNDV) Branch was tasked to develop NATO OPERATING CONCEPT FOR MULTI DOMAIN OPERATIONS IN THE URBAN ENVIRONMENT (MDO in UE) operational concept and require SME support to plan and conduct the concept's validation event.

2. Background and Scope of Work

Technical support required to enable the planning and execution of the validation event of MDO in UE:

A. Red Team Roles.

- i. Overall Red Team Event Lead: Provide planning input to the Red Team function. Review all allocated Red Force scenario, Operational Staff Work (OSW) and Operational Capabilities. Provide a brief on Red capabilities and structure at the validation event. Coordinate the three Red Teams during the validation event to ensure continuity. Role play as one of the three Red Team Leads in the war-game.
- ii. Red Team Leader x 2: Role play as one of the three Red Team Leads in the validation event. Coordinate on behalf of their respective wargame's Red Team with the Red Team Event Lead to ensure a uniform Red Force is provided across all the wargames. Provide Red Force briefs, updates and wargame inputs.
- iii. Red Team Cyber SME: Provide the primary input to Cyber operational planning, visualization and OA tools at the validation event. Conduct a pre-validation event review of all scenario material, vignette content and modelling capabilities to ensure Cyber functions are represented. Role play as the Cyber Operational Planner within a Red Team in the planning and execution of the validation event. Provide planning input to those Red Teams without a Cyber SME.

RFP-ACT-SACT-22-149

- iv. Red Team Space Domain SME: Provide the primary input to Space operational planning, visualization and OA tools at the validation event. Conduct a pre-validation event review of all scenario material, vignette content and modelling capabilities to ensure Space functions are represented. Role play as the Space Operational Planner in the planning and execution of the validation event. Provide planning input to those Red Teams without a Space SME.

- B. Green Team Role

Overall Green Team Event Lead: Provide the primary Green planning input at the validation event. Conduct a pre-validation event review and update of all scenario material, vignette content and modelling capabilities to ensure both Green military and civilian functions are represented. Prepare and deliver the Green Brief as required at the validation event. Coordinate the three Green Teams during the validation event to ensure continuity. Role play as the Green Team Leader within their respective war-game.

- C. Scenario Lead Role

Provide the primary scenario planning input to the validation event. Conduct a pre-validation event review and update of all scenario material to include OSW, Operational Capabilities and Vignette content. Liaise with Project Team, Modelling delivery team, OPEX and other SMEs to ensure the scenario meets the requirements of the validation event. Provide a brief on the scenario and the vignettes at the validation event. Provide SME support for the scenario and vignettes during the planning and execution of the validation event. To include a role within HICON to answer Request For Information on details the scenario and Blue, Red and Green ORBATs and capabilities.

- D. Facilitator Role

Provide planning and execution support to the overall Lead Facilitator. Facilitate one of the three wargames in line with direction provided by the Lead Facilitator. Provide daily debriefs and analytical inputs to the Senior Mentor as directed. Contribute to the plenary style debriefs and discussions and the overall validation event report.

Table 1 below presents when the services of the roles listed above would be required during the 2-week validation workshop in Naples Italy.

Table 1: SME Roles Schedule by week.

RFP-ACT-SACT-22-149

	SME Function/Title	Week 1	Week 2
	Working days	4 working days (Tue-Fri)	5 working days (Sun-Tue)
	Working hours	0800-1600 (8 hrs/day)	0800-1600 (8 hrs/day)
1.	Overall Red Team Event Lead	X	X
2.	Red Team Leader 1	X	X
3.	Red Team Leader 2	X	X
4.	Red Team Cyber SME	X	X
5.	Red Team Space SME	X	X
6.	Overall Green Team Event Lead	X	X
7.	Scenario Lead	X	X
8.	Facilitator	X	X

3. Type of Contract and Period of Performance

3.1 Type of Contract

This is a level of effort contract. All employer responsibilities for the contractors performing under this contract shall lie with the contractor company.

3.2 Period of Performance.

The period of performance is 07 February 2023 through 16 February 2023.

3.3 Place of Performance

Work under this contract will be conducted at Joint Force Command Naples (JFCNP), Italy. It is anticipated that the contractor may travel in support of this contract. NATO travel regulations and reimbursements are covered in Chapter 10 of the approved version of the Allied Command Transformation (ACT) Financial Manual, and are available at: <http://www.act.nato.int/forms-contractor-travel>. The COTR and Contracting Officer must approve trips and per diem in advance of all travel.

4. Partial Bidding and Teaming Arrangements

Partial bidding is not allowed. All submissions must clearly state which position candidate(s) is (are) being proposed to fill. A candidate will not be considered for multiple positions in the same proposal.

5. Essential Qualifications and Education

6.1 General technical support SME Contractor shall have the following experience as a minimum. This experience should include knowledge in the following areas:

- Familiar with the NATO Concept Development Assessment Game processes and procedures;
- Demonstrated ability and experience in the NATO process of planning, facilitation and executing workshops for both internal ACT staff and wider NATO staff;
- Familiar with the NATO CD&E Policy and Concept development processes and procedures; Minimum of 5 years of experience in the field of CD&E work.
- Demonstrated ability to staff concept submissions, manage the refinement process and resolve issues within the concept project life cycle.
- The contractor should have experience or involvement in the NATO MDO in UE project.
- The contractor should have experience of staffing concepts through the Bi-SC and NATO approval processes.
- Administrative and office environment experience including experience with MS Office applications.
- Fluent in English, written and oral;
- Associates degree or similar national academic qualification or 5 years of equivalent military or professional experience in conceptual work.

6.2 SME support to validation event Contractors shall have the following experience as a minimum. This experience should include knowledge in the following areas:

- Have attended the FCC, or have extensive prior experience of NATO war-gaming and the CDAG process.
- Overall Red Team Event Lead. Have previously provided Red Team expertise to an urban war-game; have not less than 10 years of NATO or NATO Nation military experience; have previously been involved in urban operations or urban

RFP-ACT-SACT-22-149

operational planning; possess a comprehensive knowledge of NATO, OSW and Operational Capabilities.

- Red Team Leader x 2. Have previously provided Red Team expertise to an urban war-game; have not less than 10 years of NATO or NATO Nation military experience; have previously been involved in urban operations or urban operational planning; possess a comprehensive knowledge of NATO, OSW and Operational Capabilities.
- Red Team Cyber SME x 1. Have previously provided Cyber expertise to an urban war-game; have not less than 10 years of NATO or NATO Nation military experience; have previously been involved in urban operations or urban operational planning; possess a comprehensive knowledge of NATO, OSW and Operational Capabilities.
- Red Team Space Domain SME x 1. Have previously provided Space expertise to an urban war-game; have not less than 10 years of NATO or NATO Nation military experience; have previously been involved in urban operations or urban operational planning; possess a comprehensive knowledge of NATO, OSW and Operational Capabilities.
- Overall Green Team Event Lead: Have previously provided Green Team expertise to an urban war-game; have not less than 5 years of NATO or NATO Nation war-game experience; have previously been involved in urban planning; possess a comprehensive knowledge of urban environments and urban governance.
- Scenario Lead. Have previously written and managed scenario production at the operational level for NATO or a NATO Nation; Have previously participated in operational war-games; Have experience of urban operational planning; Have experience of Multi-Domain Operations concept development. Have an expert level knowledge of the event scenario, vignettes, Blue, Red, and Green ORBATs and their capabilities to include the event Capability Cards.
- Facilitator. Have previously facilitated an operational level wargame for a NATO HQ or a NATO nation's military HQ; have not less than 15 years of NATO or NATO Nation military experience; have previously been involved in urban operations or urban operational planning; possess an extensive knowledge of the NATO planning process, NATO OSW and Operational Capabilities.

6.3 Security

Valid NATO SECRET-level security clearance or active SECRET security clearance is **not** required.

6. Performance

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

The COTR shall:

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

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

7. Contract Reporting

The Contractor shall submit a monthly report to the COTR and the Contracting Officer, detailing progress on the SOW for the reporting period. The report shall include, but not be limited to, the following information:

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

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

8. Proof of Past Performance

The Contractor is to provide a reference letter to show that it has successfully completed work that is 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., on-going, complete)
- Date of work performance
- Summary of staff used (by number and position)
- Name of client
- Complete contact information for client
- Permission to contact client for reference

9. Contractor Technical Evaluation

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

10. Rights in Technical Data Computer Software

Specific information to IPR is articulated in the General Terms and Conditions that support this contract. **Ref: ACT-SACT-13-10, G T&C, clause # 33.**

11. Releasability

NATO nations have regulations and laws applying to the export of defence related goods by domestic commercial sources to outside entities (such as NATO). The products or services under this SOW will need to be releasable to entities identified under the statements made with regard to both the Intellectual Property Rights and any applicable export control laws, **Ref: ACT- SACT-13-10, G T&C, clause #21 and paragraph 15 (below).**

12. Furnished Materials

N/A

13. Security

13.1 Personnel Clearances

Not required.

13.2 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 nation, NATO security provisions and other policies and procedures, as required. The possible security classification of the deliverables under this contract may be NATO UNCLASSIFIED.

13.3 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. The Contractor Company shall submit requests for site access to HQ SACT, Attention Security Office, 7857 Blandy Road, Suite 100, Norfolk, VA 23551-2490.

13.4 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 necessary clearance from the HQ SACT Security Office before bringing any such device into the HQ SACT work environment.

14. Export Control

NATO nations have regulations and laws applying to the export of defence related goods/ services originating from domestic commercial sources to foreign entities. Usually under those laws and regulations, NATO is considered a foreign entity. The following requirements of this statement of work are provided in order to allow the bidder/contractor the opportunity to assess the applicability of their pertinent national laws and regulations and take action, as required. 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.

RFP-ACT-SACT-22-149

ANNEX A (Technical proposal Assessment) to ENCLOSURE 6 (Statement of Work)

TECHNICAL PROPOSAL ASSESSMENT

Contractor’s technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals’ résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

OVERALL RED TEAM EVENT LEAD				
	Requirement	Compliant	Score	Bidders Statement of compliance
1.	Minimum of one past performance as RED TEAM LEAD citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW.	Y/N	N/A	
2	Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.	Y/N	N/A	
3.	Valid NATO Nation passport with no travel restrictions to NATO nations	Y/N	N/A	
4.	Minimum of 50 Points in the Subject Matter Expert Criteria below	Y/N	N/A	
5.	Citizen of NATO member nation (Nationality must be indicated to include other citizenships)	Y/N	N/A	
6.	Demonstrated understanding of anticipated NATO threats and threat actors to include an understanding of future threat assessments and adversary behavioural and doctrinal actions across all DIME areas and across all military domains within the NATO AOR/AOI.	No experience or familiarity: 0 Familiar with anticipated NATO threats and threat actors: 5 Understanding of anticipated NATO threats and threat actors to include of future threat assessments and adversary behavioural and doctrinal actions: 15	N/A	
7.	Demonstrated understanding of operations in urban environment.	Limited to basic knowledge: 0 Practical knowledge: 5 Applied knowledge: 15	N/A	
8.	Demonstrated understanding of Multi-domain Operations, including future capability requirement.	Limited to basic knowledge: 0 Practical knowledge: 5 Applied knowledge: 15	N/A	
9.	Familiar with the NATO Concept	No experience or familiarity: 0	N/A	

RFP-ACT-SACT-22-149

	Development Assessment Game processes and procedures.	Familiar with NATO theory (CDAG handbook3): 5 Practical experience with CDAG: 15			
10.	Familiar with the NATO CD&E Policy and Concept development processes and procedures.	No experience or familiarity: 0 Familiar with the theory and practical experience < 5years: 5 Practical experience > 5 years: 10	N/A		
11.	The contractor previous involvement into the ongoing urbanisation project is an asset. Familiar with the past milestones and outputs of the urbanisation project, attended the FCC.	No involvement : 0 Involved more than 1 year ago: 5 Involved less than a year ago (recent): 10	N/A		
12.	Possess a university (Bachelor's or Master's) degree in political studies, international affairs, security/defense/war studies, or related field of study.	No degree: 0 Bachelor degree or related field of study: 5 Master's degree or related field of study: 10	N/A		
13.	Demonstrated proficiency in the use of the Microsoft Office Tool suite and collaborative software.	No experience or familiarity: 0 Familiarity with Microsoft Office Tool: 5 Practical experience: 10	N/A		
		Max score: 100 points Score of the candidate:			

RED TEAM EVENT LEAD 1				
	Requirement	Compliant	Score	Bidders Statement of compliance
1.	Minimum of one past performance as RED TEAM MEMBER citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW.	Y/N	N/A	
2.	Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.	Y/N	N/A	
3.	Valid NATO Nation passport with no travel restrictions to NATO nations	Y/N	N/A	
4.	Minimum of 50 Points in the Subject Matter Expert Criteria below	Y/N	N/A	
5.	Citizen of NATO member nation (Nationality must be indicated to include other citizenships)	Y/N	N/A	
6.	Demonstrated understanding of anticipated NATO threats and threat actors to include an understanding of future threat assessments and adversary behavioural and doctrinal actions across all DIME areas and across all military domains within the NATO AOR/AOI.	No experience or familiarity: 0 Familiar with anticipated NATO threats and threat actors: 5 Understanding of anticipated NATO threats and threat actors to include of future threat assessments and adversary behavioural and doctrinal actions: 15	N/A	
7.	Demonstrated understanding of	Limited to basic knowledge: 0	N/A	

RFP-ACT-SACT-22-149

	operations in urban environment.	Practical knowledge: 5 Applied knowledge: 15			
8.	Demonstrated understanding of Multi-domain Operations, including future capability requirement.	Limited to basic knowledge: 0 Practical knowledge: 5 Applied knowledge: 15	N/A		
9.	Familiar with the NATO Concept Development Assessment Game processes and procedures.	No experience or familiarity: 0 Familiar with NATO theory (CDAG handbook3): 5 Practical experience with CDAG: 15	N/A		
10.	Familiar with the NATO CD&E Policy and Concept development processes and procedures.	No experience or familiarity: 0 Familiar with the theory and practical experience < 5years: 5 Practical experience > 5 years: 10	N/A		
11.	The contractor previous involvement into the ongoing urbanisation project is an asset. Familiar with the past milestones and outputs of the urbanisation project, attended FCC.	No involvement : 0 Involved more than 1 year ago: 5 Involved less than a year ago (recent): 10	N/A		
12.	Possess a university (Bachelor's or Master's) degree in political studies, international affairs, security/defense/war studies, or related field of study.	No degree: 0 Bachelor degree or related field of study: 5 Master's degree or related field of study: 10	N/A		
13.	Demonstrated proficiency in the use of the Microsoft Office Tool suite and collaborative software.	No experience or familiarity: 0 Familiarity with Microsoft Office Tool: 5 Practical experience: 10	N/A		
		Max score: 100 points Score of the candidate:			

RED TEAM EVENT LEAD 2				
	Requirement	Compliant	Score	Bidders Statement of compliance
1.	Minimum of one past performance as RED TEAM MEMBER citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW.	Y/N	N/A	
2.	Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.	Y/N	N/A	
3.	Valid NATO Nation passport with no travel restrictions to NATO nations	Y/N	N/A	
4.	Minimum of 50 Points in the Subject Matter Expert Criteria below	Y/N	N/A	
5.	Citizen of NATO member nation (Nationality must be indicated to include other citizenships)	Y/N	N/A	

RFP-ACT-SACT-22-149

6.	Demonstrated understanding of anticipated NATO threats and threat actors to include an understanding of future threat assessments and adversary behavioural and doctrinal actions across all DIME areas and across all military domains within the NATO AOR/AOI.	No experience or familiarity: 0 Familiar with anticipated NATO threats and threat actors: 5 Understanding of anticipated NATO threats and threat actors to include of future threat assessments and adversary behavioural and doctrinal actions: 15	N/A		
7.	Demonstrated understanding of operations in urban environment.	Limited to basic knowledge: 0 Practical knowledge: 5 Applied knowledge: 15	N/A		
8.	Demonstrated understanding of Multi-domain Operations, including future capability requirement.	Limited to basic knowledge: 0 Practical knowledge: 5 Applied knowledge: 15	N/A		
9.	Familiar with the NATO Concept Development Assessment Game processes and procedures.	No experience or familiarity: 0 Familiar with NATO theory (CDAG handbook3): 5 Practical experience with CDAG: 15	N/A		
10.	Familiar with the NATO CD&E Policy and Concept development processes and procedures.	No experience or familiarity: 0 Familiar with the theory and practical experience < 5years: 5 Practical experience > 5 years: 10	N/A		
11.	The contractor previous involvement into the ongoing urbanisation project is an asset. Familiar with the past milestones and outputs of the urbanisation project, attended FCC.	No involvement : 0 Involved more than 1 year ago: 5 Involved less than a year ago (recent): 10	N/A		
12.	Possess a university (Bachelor's or Master's) degree in political studies, international affairs, security/defense/war studies, or related field of study.	No degree: 0 Bachelor degree or related field of study: 5 Master's degree or related field of study: 10	N/A		
13.	Demonstrated proficiency in the use of the Microsoft Office Tool suite and collaborative software.	No experience or familiarity: 0 Familiarity with Microsoft Office Tool: 5 Practical experience: 10	N/A		
		Max score: 100 points Score of the candidate:			

RFP-ACT-SACT-22-149

RED TEAM CYBER SME				
	Requirement	Compliant	Score	Bidders Statement of compliance
1.	Minimum of one past performance as RED TEAM MEMBER citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW.	Y/N	N/A	
2.	Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.	Y/N	N/A	
3.	Valid NATO Nation passport with no travel restrictions to NATO nations	Y/N	N/A	
4.	Minimum of 50 Points in the Subject Matter Expert Criteria below	Y/N	N/A	
5.	Citizen of NATO member nation (Nationality must be indicated to include other citizenships)	Y/N	N/A	
6.	Demonstrated understanding of anticipated NATO threats and threat actors to include an understanding of future threat assessments and adversary behavioural and doctrinal actions across all DIME areas and across all military domains within the NATO AOR/AOI.	No experience or familiarity: 0 Familiar with anticipated NATO threats and threat actors: 5 Understanding of anticipated NATO threats and threat actors to include of future threat assessments and adversary behavioural and doctrinal actions: 15	N/A	
7.	Demonstrated understanding of cyber operations and capabilities.	Limited to basic knowledge: 0 Practical knowledge: 5 Applied knowledge: 15	N/A	
8.	Demonstrated understanding of Multi-domain Operations, including future cyber capability requirement.	Limited to basic knowledge: 0 Practical knowledge: 5 Applied knowledge: 15	N/A	
9.	Familiar with the NATO Concept Development Assessment Game processes and procedures.	No experience or familiarity: 0 Familiar with NATO theory (CDAG handbook3): 5 Practical experience with CDAG: 15	N/A	
10.	Familiar with the NATO CD&E Policy and Concept development processes and procedures.	No experience or familiarity: 0 Familiar with the theory and practical experience < 5years: 5 Practical experience > 5 years: 10	N/A	
11.	The contractor previous involvement into the ongoing urbanisation project is an asset. Familiar with the past milestones and outputs of the urbanisation project.	No involvement : 0 Involved more than 1 year ago: 5 Involved less than a year ago (recent): 10	N/A	
12.	Possess a university (Bachelor's or Master's) degree in political studies, international affairs, security/defense/war studies, or related field of study.	No degree: 0 Bachelor degree or related field of study: 5 Master's degree or related field of	N/A	

RFP-ACT-SACT-22-149

		study: 10		
13.	Demonstrated proficiency in the use of the Microsoft Office Tool suite and collaborative software.	No experience or familiarity: 0 Familiarity with Microsoft Office Tool: 5 Practical experience: 10	N/A	
		Max score: 100 points Score of the candidate:		

RED TEAM SPACE SME				
	Requirement	Compliant	Score	Bidders Statement of compliance
1.	Minimum of one past performance as RED TEAM MEMBER citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW.	Y/N	N/A	
2	Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.	Y/N	N/A	
3.	Valid NATO Nation passport with no travel restrictions to NATO nations	Y/N	N/A	
4.	Minimum of 50 Points in the Subject Matter Expert Criteria below	Y/N	N/A	
5.	Citizen of NATO member nation (Nationality must be indicated to include other citizenships)	Y/N	N/A	
6.	Demonstrated understanding of anticipated NATO threats and threat actors to include an understanding of future threat assessments and adversary behavioural and doctrinal actions across all DIME areas and across all military domains within the NATO AOR/AOI.	No experience or familiarity: 0 Familiar with anticipated NATO threats and threat actors: 5 Understanding of anticipated NATO threats and threat actors to include of future threat assessments and adversary behavioural and doctrinal actions: 15	N/A	
7.	Demonstrated understanding of space operations and capabilities.	Limited to basic knowledge: 0 Practical knowledge: 5 Applied knowledge: 15	N/A	
8.	Demonstrated understanding of Multi-domain Operations, including future space capability requirement.	Limited to basic knowledge: 0 Practical knowledge: 5 Applied knowledge: 15	N/A	
9.	Familiar with the NATO Concept Development Assessment Game processes and procedures.	No experience or familiarity: 0 Familiar with NATO theory (CDAG handbook3): 5 Practical experience with CDAG: 15	N/A	
10.	Familiar with the NATO CD&E Policy and Concept development processes and procedures.	No experience or familiarity: 0 Familiar with the theory and practical experience < 5years: 5 Practical experience > 5 years: 10	N/A	

RFP-ACT-SACT-22-149

11.	The contractor previous involvement into the ongoing urbanisation project is an asset. Familiar with the past milestones and outputs of the urbanisation project.	No involvement : 0 Involved more than 1 year ago: 5 Involved less than a year ago (recent): 10	N/A		
12.	Possess a university (Bachelor's or Master's) degree in political studies, international affairs, security/defense/war studies, or related field of study.	No degree: 0 Bachelor degree or related field of study: 5 Master's degree or related field of study: 10	N/A		
13.	Demonstrated proficiency in the use of the Microsoft Office Tool suite and collaborative software.	No experience or familiarity: 0 Familiarity with Microsoft Office Tool: 5 Practical experience: 10	N/A		
		Max score: 100 points Score of the candidate:			

OVERALL GREEN TEAM EVENT LEAD				
	Requirement	Compliant	Score	Bidders Statement of compliance
1.	Minimum of one past performance as GREEN TEAM LEAD citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW.	Y/N	N/A	
2.	Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.	Y/N	N/A	
3.	Valid NATO Nation passport with no travel restrictions to NATO nations	Y/N	N/A	
4.	Minimum of 50 Points in the Subject Matter Expert Criteria below	Y/N	N/A	
5.	Citizen of NATO member nation (Nationality must be indicated to include other citizenships)	Y/N	N/A	
6.	Demonstrated understanding of anticipated NATO threats and threat actors to include an understanding of future threat assessments and adversary behavioural and doctrinal actions across all DIME areas and across all military domains within the NATO AOR/AOI.	No experience or familiarity: 0 Familiar with anticipated NATO threats and threat actors: 5 Understanding of anticipated NATO threats and threat actors to include of future threat assessments and adversary behavioural and doctrinal actions: 15	N/A	
7.	Demonstrated understanding of operations in urban environment.	Limited to basic knowledge: 0 Practical knowledge: 5 Applied knowledge: 15	N/A	
8.	Demonstrated understanding of Multi-domain Operations, including future capability requirement.	Limited to basic knowledge: 0 Practical knowledge: 5 Applied knowledge: 15	N/A	
9.	Familiar with the NATO Concept Development Assessment Game	No experience or familiarity: 0	N/A	

RFP-ACT-SACT-22-149

	processes and procedures.	Familiar with NATO theory (CDAG handbook3): 5 Practical experience with CDAG: 15			
10.	Familiar with the NATO CD&E Policy and Concept development processes and procedures.	No experience or familiarity: 0 Familiar with the theory and practical experience < 5years: 5 Practical experience > 5 years: 10	N/A		
11.	The contractor previous involvement into the ongoing urbanisation project is an asset. Familiar with the past milestones and outputs of the urbanisation project, attended FCC.	No involvement : 0 Involved more than 1 year ago: 5 Involved less than a year ago (recent): 10	N/A		
12.	Possess a university (Bachelor's or Master's) degree in political studies, international affairs, security/defense/war studies, or related field of study.	No degree: 0 Bachelor degree or related field of study: 5 Master's degree or related field of study: 10	N/A		
13.	Demonstrated proficiency in the use of the Microsoft Office Tool suite and collaborative software.	No experience or familiarity: 0 Familiarity with Microsoft Office Tool: 5 Practical experience: 10	N/A		
		Max score: 100 points Score of the candidate:			

SCENARIO EVENT LEAD				
	Requirement	Compliant	Score	Bidders Statement of compliance
1.	Minimum of one past performance as SCENARIO LEAD citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW.	Y/N	N/A	
2.	Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.	Y/N	N/A	
3.	Valid NATO Nation passport with no travel restrictions to NATO nations	Y/N	N/A	
4.	Minimum of 50 Points in the Subject Matter Expert Criteria below	Y/N	N/A	
5.	Citizen of NATO member nation (Nationality must be indicated to include other citizenships)	Y/N	N/A	
6.	Demonstrated experience in scenario LEAD in the past seven (7) years within a military setting at the operational level and across all elements of DIME. This does need to be specifically war-game related.	No experience or familiarity: 0 Familiar with operational level scenario lead: 5 Practical experience with operational level scenario lead: 15	N/A	
7.	Demonstrated understanding of	Limited to basic knowledge: 0	N/A	

RFP-ACT-SACT-22-149

	operations in urban environment.	Practical knowledge: 5 Applied knowledge: 15			
8.	Demonstrated understanding of Multi-domain Operations, including future capability requirement.	Limited to basic knowledge: 0 Practical knowledge: 5 Applied knowledge: 15	N/A		
9.	Familiar with the NATO Concept Development Assessment Game processes and procedures.	No experience or familiarity: 0 Familiar with NATO theory (CDAG handbook3): 5 Practical experience with CDAG: 15	N/A		
10.	Familiar with the NATO CD&E Policy and Concept development processes and procedures.	No experience or familiarity: 0 Familiar with the theory and practical experience < 5years: 5 Practical experience > 5 years: 10	N/A		
11.	The contractor previous involvement into the ongoing urbanisation project is an asset. Familiar with the past milestones and outputs of the urbanisation project, attended FCC.	No involvement : 0 Involved more than 1 year ago: 5 Involved less than a year ago (recent): 10	N/A		
12.	Possess a university (Bachelor's or Master's) degree in political studies, international affairs, security/defense/war studies, or related field of study.	No degree: 0 Bachelor degree or related field of study: 5 Master's degree or related field of study: 10	N/A		
13.	Demonstrated proficiency in the use of the Microsoft Office Tool suite and collaborative software.	No experience or familiarity: 0 Familiarity with Microsoft Office Tool: 5 Practical experience: 10	N/A		
		Max score: 100 points Score of the candidate:			

FACILITATOR				
	Requirement	Compliant	Score	Bidders Statement of compliance
1.	Minimum of one past performance as FACILITATOR citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW.	Y/N	N/A	
2.	Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.	Y/N	N/A	
3.	Valid NATO Nation passport with no travel restrictions to NATO nations	Y/N	N/A	
4.	Minimum of 50 Points in the Subject Matter Expert Criteria below	Y/N	N/A	
5.	Citizen of NATO member nation (Nationality must be indicated to include other citizenships)	Y/N	N/A	

RFP-ACT-SACT-22-149

6.	Demonstrated professional event coordination and management experience in the past seven (7) years for events hosting at least 50 people.	No experience or familiarity: 0 Familiar with event coordination: 5 Practical Experience with event coordination: 15	N/A		
7.	Demonstrated experience in war-game adjudication and facilitation in the past seven (7) years within a military environment at the operational level.	Limited to basic knowledge: 0 Practical knowledge: 5 Applied knowledge: 15	N/A		
8.	Proven ability to communicate effectively orally and in writing, and demonstrated experience in working with and managing multinational teams at least 50 people.	Limited to basic knowledge: 0 Practical knowledge: 5 Applied knowledge: 15	N/A		
9.	Demonstrated experience and understanding of NATO structure and political environment as relevant to war-game adjudication for a diverse military audience.	Limited to basic knowledge: 0 Practical knowledge: 5 Applied knowledge: 15	N/A		
10.	Familiar with the NATO CD&E Policy and Concept development processes and procedures.	No experience or familiarity: 0 Familiar with the theory and practical experience < 5years: 5 Practical experience > 5 years: 10	N/A		
11.	The contractor previous involvement into the ongoing urbanisation project is an asset. Familiar with the past milestones and outputs of the urbanisation project.	No involvement : 0 Involved more than 1 year ago: 5 Involved less than a year ago (recent): 10	N/A		
12.	Possess a university (Bachelor's or Master's) degree in political studies, international affairs, security/defense/war studies, or related field of study.	No degree: 0 Bachelor degree or related field of study: 5 Master's degree or related field of study: 10	N/A		
13.	Demonstrated proficiency in the use of the Microsoft Office Tool suite and collaborative software.	No experience or familiarity: 0 Familiarity with Microsoft Office Tool: 5 Practical experience: 10	N/A		
		Max score: 100 points Score of the candidate:			

*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 requirement is met. Lack of self-evaluated matrix could lead to a disqualification of bid

RFP-ACT-SACT-22-149

submittal. Discretion left to CAC board members.

**Grade of zero in any criteria and an overall score below 50 will result in a non-compliant and disqualification from the bidding process. Discretion left to CAC board members.

Terms and Conditions

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