

IFIB-ACT-SACT-23-53

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



Invitation

for

International Bidding

IFIB-ACT-SACT-23-53

Strategic-Level Cyberspace Operations

Knowledge Transfer

Bidding Instructions

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

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BIDDING INSTRUCTIONS

1. General

This is a Firm Fixed Price deliverables contract in accordance with the HQ SACT General Terms and Conditions; as such, all employer responsibilities for the contractor performing under this contract shall lie with the contractor company. **Contract Award is contingent upon funding availability; Partial bidding is not allowed.**

2. Classification

This Invitation for International Bidding (IFIB) is a NATO UNCLASSIFIED document.

3. Definitions

- (a) The "Prospective Bidder" shall refer to the entity that has indicated thereon its intention without commitment, to participate in this IFIB.
- (b) The term "Bidder" shall refer to the bidding entity that has completed a bid in response to this IFIB.
- (c) The term "Contractor" shall refer to the bidding entity to whom the contract is awarded.
- (d) The term "Contracting Officer" designates the official who executes this IFIB on behalf of HQ SACT.
- (e) "Contracting Officer's Technical Representative" or "COTR" is the official who is appointed for the purpose of determining compliance of the successful bid, per the technical specifications.
- (f) The term "HQ SACT" shall refer to Headquarters Supreme Allied Commander Transformation.
- (g) The term "ACT" shall refer to Allied Command Transformation.
- (h) The term "NATO" shall refer to the North Atlantic Treaty Organisation.
- (i) The term "days" as used in this IFIB shall, unless otherwise stated, be interpreted as meaning calendar days.

4. Eligibility

- (a) This IFIB is open to governmental or commercial entities.
- (b) Established in a North Atlantic Treaty Organisation Alliance member nation.
- (c) Working in the required field of study and legally authorised to operate in the country and countries in which this contract is to be performed, at the time at the time of bidding. Please refer to our terms and Conditions paragraph 23 “Authorization to Perform.” Has performed the desired past performance including size, cost and scope, as described in this IFIB.
- (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) The base period of performance is on or about 1 September 2023, with three (3) option periods:

• Base Year:	1 September 2023	–	31 December 2023
• Option Year 1:	1 January 2024	–	31 December 2024
• Option Year 2:	1 January 2025	–	31 December 2025
• Option Year 3:	1 January 2026	–	31 December 2026

6. Exemption of Taxes

- (a) In accordance with the agreements (Article VIII of the Paris Protocol dated, 28 August 1952) goods and services under this contract are exempt from taxes, duties and similar charges.

7. Amendment or Cancellation

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

8. Bidder Clarifications

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- (a) Prospective Bidders should seek clarification at their earliest convenience. Any explanation regarding the meaning or interpretation of this IFIB, terms, clause, provision or specifications, shall be requested in writing, from the Contracting Officer. The Contracting Officer must receive such requests for clarification no later than 3 (three) calendar days prior to the bid closing date.
- (b) In lieu of a bidder's conference, HQ SACT invites bidders to submit initial technical and contractual questions not later than **13 July 2023**.
- (c) Information in response to all inquiries / requests for clarification to a prospective bidder shall be furnished to all prospective bidders at the following link: <http://www.act.nato.int/contracting> as a Question and Answer addendum. All such addendums and any necessary solicitation amendments shall be incorporated into this IFIB. Oral interpretations shall not be binding.

9. Bid closing date

Bids shall be received at HQ SACT, Purchasing and Contracting Office, no later than **27 July 2023, 0900 hours, Eastern Daylight Time, Norfolk, Virginia, USA**. No bids shall be accepted after this time and date. **No hard copy proposals will be accepted.**

10. Bid Validity

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

11. Content of Proposal

A table of contents for the entire proposal

- (a) The bidder's full name, address, Point of Contacts, Telephone, Fax number; Internet site;
- (b) Compliance statement (See Enclosure #1);
- (c) Past performance, minimum of two for the company and SMEs (See Enclosure #2);
- (d) Provision of technical and price volumes (See Sealed Bid Price Proposal Enclosure #3), Reference Annex A - Statement of Work and Annex B - Compliance matrix).

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12. Proposal Submission

- (a) Proposals shall be submitted electronically in a two separate PDF documents, one containing the **Technical Proposal** and one containing the **Price Proposal**, each e-mailed separately to:
- Technical proposal: techproposal@act.nato.int
 - Price proposal: priceproposal@act.nato.int

E-mail subjects shall include the solicitation information along with company name (for example: IFIB-ACT-SACT-23-53_Tech_ABC Inc. / IFIB-ACT-SACT-23-53_Price_ABC Inc.). **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) No oral bids or oral modifications or telephonic bids shall be considered.
- (e) It is the ultimate responsibility of a prospective bidder prior to submission that all proposal submissions are reviewed to ensure they meet the technical, contractual 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.
- (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

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be consistent with the evaluation criteria specified in the IFIB. HQ SACT is not responsible for any content that is not clearly identified in any proposal package.

- (b) Due to the highly technical nature of this requirement, HQ SACT reserves the right conduct pre-award discussions with proposed key personnel to accurately assess identified technical competencies. Discussions will be limited to scope of this IFIB and the evaluation criteria identified in Annex A.
- (c) Proposals shall be evaluated and awarded based on the proposal(s) that represents the best overall value to NATO. The following factors are considerations:
 - Successful administrative submission of bid packages and requested documents;
 - Compliance with mandatory criteria identified on Annex A (Compliant / Non-Compliant);
 - Technical factors / pricing factors rated the following:
Technical / Price = 70/30;
 - Acceptance of HQ SACT General 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 to the Offeror whose proposal represent the Best Value offer to NATO. Partial awards are not authorized. In regard to its past performance, contractors must provide authorization to contact references. HQ SACT reserves the right to negotiate minor deviations to the listed General Terms and Conditions to this IFIB.

18. Communications

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

19. Points of Contact:

Magdalena Ornat, ACT Contracting Officer,
757-747-3150, magdalena.ornat@act.nato.int

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

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

Comeka Stephen, Contracting Specialist
757-747-3856, comeka.stephen@act.nato.int

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Enclosure 1

COMPLIANCE STATEMENT TO SEALED BID IFIB-ACT-SACT-23-53

It is hereby stated that our company has read and understands all documentation issued as part of IFIB-ACT-SACT-23-53. Our company proposal submitted in response to the referenced solicitation is fully compliant with the provisions of IFIB-ACT-SACT-23-53 and the intended contract with the following exception(s); such exemptions are considered non substantial to the HQ SACT solicitation provisions issued.

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

Company: _____ Signature: _____

Name & Title: _____ Date: _____

Company Bid Reference: _____

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

SEALED BID PRICE PROPOSAL

SUBJECT: IFIB-ACT-SACT-23-53

The categories below are “representative” of skills required to provide deliverables at each level and proposed rates will be used to support the Basis of estimate.

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.

Please find on behalf of **Insert: Company Name** to provide HQ SACT with services (collectively referred as “ITEMS”), subject to the provisions, terms and conditions stated in IFIB ACT-SACT-23-53 and the “**Insert : Company Name** Technical proposal”, submitted in accordance with solicitation provisions.

Deliverables (Refer to Annex A for further scope of each deliverable)	Base year 1 September 2023 – 31 December 2023	Option Period 1 1 January 2024 – 31 December 2024	Option Period 2 1 January 2025 – 31 December 2025	Option Period 3 1 January 2026 – 31 December 2026
KOM Presentation <u>Deliverables:</u> Reduced (10-15) number of slides outlining research topics, scope and products, constraints, team composition and administrative information.	\$	\$	\$	\$
KOM Minutes <u>Deliverables:</u> Short (3-5 pages) meeting minutes focusing on agreements, actions, issues and constraints, calendar and milestones.	\$	\$	\$	\$
Workshop Briefing Outline <u>Deliverables:</u> Slides per research product (scope, accomplishments, deliverables, issues, conclusions and recommendations, actions) and project summary information (scope, cost, timelines and administration).	\$	\$	\$	\$
Base Year R&D Phase Draft Report <u>Deliverables:</u> R&D phase products: literature review and references, studies, analysis, papers and supporting products.	\$			
Base Year Final R&D Package Phase /Workshop Report Package <u>Deliverables:</u> Final R&D phase products: literature review and references, studies, analysis, papers and supporting products.	\$			
Progress Meeting Minutes <u>Deliverables:</u> Short (3-5 pages) meeting minutes focusing on agreements, actions, issues and constraints, calendar and milestones.	\$	\$	\$	\$

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Workshop Meeting Minutes	\$	\$	\$	\$
Deliverables: Short (3-5 pages) meeting minutes focusing on agreements, actions, issues and constraints, calendar and milestones.				
Option Year R&D Phase 1 Draft Report		\$	\$	\$
Option Year R&D Phase 2 Draft Report		\$	\$	\$
Option Year R&D Phase 3 Draft Report		\$	\$	\$
Option Year Phase 1 Final R&D Package		\$	\$	\$
Option Year Phase 2 Final R&D Package		\$	\$	\$
Option Year Phase 3 Final R&D Package		\$	\$	\$
Aggregate Research Report	\$	\$	\$	\$
Deliverables: Consolidated (in-year) R&D products for all phases and supporting report, describing main findings, results, issues, constrains, actions and recommendations for further R&D activities.				

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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: _____

Annex A

Headquarters Supreme Allied Commander Transformation

Statement of Work for

Strategic-Level Cyberspace Operations Knowledge Transfer

1. Introduction

- 1.1. Allied Command Transformation (ACT) is NATO's leading agent for change: driving, facilitating, and advocating the continuous improvement of Alliance capabilities to maintain and enhance the military relevance and effectiveness of the Alliance. The main objectives of HQ SACT are: providing appropriate support to NATO missions and operations; leading NATO military transformation; improving relationships, interaction and practical cooperation with partners, nations and international organisations. HQ SACT therefore leads Alliance concept development, capability development, training and lessons learned initiatives and provides unfettered military support to policy development within NATO.
- 1.2. The Cyberspace Branch is responsible, among others, for developing appropriate cyberspace warfare products in support of the operationalization of the cyberspace domain, as a domain of military operations. Products range through a variety of strategic analysis, feasibility studies, concepts, procedures, experiment and exercises, specifications and capability procurement instruments, among others. Those products inform HQ SACT's activities and are often the source for development of forward looking cyberspace capabilities in support of NATO operations and missions.
- 1.3. NATO's operationalization of the cyberspace domain needs to be aware and synchronized with NATO nations' efforts and capabilities in cyberspace.

2. Background

- 2.1. During the NATO Warsaw Summit (July 2016) the Alliance declared cyberspace as a domain of operations. This requires NATO to move from traditional network security and cyber defence into the ability to conduct operations in and through cyberspace. This implies the need to develop concepts, doctrine and capabilities to conduct and sustain cyberspace situational awareness, plan and execute missions in cyberspace and deliver cyber effects in the same manner as it is traditionally done in the air, maritime and land domains. The NATO Military Vision and Strategy for Cyberspace (2018) outlines the ways and means that NATO utilizes to

operationalize cyberspace.

- 2.2. Beginning 2021, HQ SACT released the NATO Warfare Capstone Concept, which defined a number of warfare development imperatives (WDIs) and a number of supporting Lines of Development, to direct the development of transformational warfare and capabilities. 2021 saw as well the release of a new Cyber Defence Policy (CDP), and 2022 brought the Cyber Defence Policy Action Plan (CDPAP) and the new Cyber Adaptation Plan (CDAP), among other challenging tasking instruments. In parallel to all these activities, the NATO Military Authorities (NMAs) continue pursuing the further development of NATO military operations in cyberspace, including all the continuum between feasibility analysis and concept development, to capability development, training and lessons learned. The under development NATO cyberspace operations warfare development work plan (WDWP) will provide guidance on the development of cyberspace operations. The products resulting from this contract, therefore, will inform and facilitate the implementation of policy and warfare development objectives, please reference section 3.5.

3. Scope of Work

- 3.1. This contract seeks the establishment of a mid-long term strategic knowledge transfer support services provider to gain access to nations' efforts, capabilities and supporting know-how in order to ensure a coordinated development of NATO's cyberspace operations warfare.
- 3.2. The Strategic-Level Cyberspace Operations Knowledge Transfer will allow continuous and stable information exchange between HQ SACT and the bidder. These interactions will allow bidder's reusing, adapting and tailoring existing (national and multinational) products for NATO use. In a minority of cases, bidder will have to use existing information to develop new NATO-tailored products, as well. Availability and reuse of existing knowledge is, therefore, a key component for the success of this contract.
- 3.3. The bidder shall have accredited pre-existing know-how and experience in the development of military cyberspace operations warfare products for national or multi-national cyber commands. The bidder company must have played a significant prime-contractor role in the development of those products and supporting capabilities, for one or several NATO nations. Those products and capabilities must have been focused on military cyber missions (defensive, offensive, cyber intelligence and cyber situational awareness), and not be constrained to cyber security.
- 3.4. Actual disciplines/topics for work will be defined based on the most current tasking from NATO governance to HQ SACT, and should be expected to address:
 - 3.4.1. Cyberspace mission analysis and engineering.

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- 3.4.2. Cyber security infrastructure operations.
 - 3.4.3. Defensive Cyberspace Operations (DCOs).
 - 3.4.4. Offensive Cyberspace Operations (OCOs).
 - 3.4.5. Cyber Information and Intelligence Sharing.
 - 3.4.6. Cyberspace Situational Awareness (CySA).
 - 3.4.7. Cyberspace Operations Education and Training (E&T).
 - 3.4.8. Cyberspace contributions to Resilience, Multi Domain Operations (MDO), Digital Transformation and Digital Backbone, Cognitive Warfare, Seabed-to-Space Situational Awareness, etc.
 - 3.4.9. Capabilities in support of the above.
 - 3.4.10. Cyberspace Innovation.
- 3.5. The products resulting from this contract, therefore, will inform and facilitate the implementation of policy and warfare development objectives, including, but not limited to:
- 3.5.1. Defend, mitigate and recover NATO's CIS against current and future cyber and cyber-enabled threats.
 - 3.5.2. Enable Cyberspace as a domain of military operations, in a cross-domain and multi-domain configurations, in support of NATO's objectives of Deterrence and Defence.
 - 3.5.3. Provide a platform for Alliance's wide resilience, mission assurance, beneficial partnerships, innovation and knowledge and information, intelligence sharing and consultation.
 - 3.5.4. Contribution to and adoption of emergent transformational concepts, including multi-domain operations, digital transformation, digital backbone, cognitive warfare or seabed-to-space situational awareness, to name a few.
 - 3.5.5. In particular, contribution to the under development NATO's enhanced role in Cognitive Warfare (CW), by supporting the development and implementation of cyber-aware CW, identifying roles and responsibilities, deriving applicable (political and strategic to technical) concepts, associated concept validation activities and required capability developments.

4. Place Performance

- 4.1. Place of Performance: The recommended place is the Contractor Facility.
 - 4.1.1. Place of Performance for the research activities shall be at the discretion of the supplier, at supplier's own preference and cost. Location of workshops shall be discussed and agreed between

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ACT's and supplier's PM, based on the number of involved individuals and the availability of meeting facilities, among others. The kick-off meeting (KOM) will take place in-person at HQ SACT. All workshops and project progress meetings the stakeholders determine a set location prior to, and will alternate between the supplier's premises and HQ SACT. The final project closure meeting will take place at HQ SACT in Norfolk, Virginia, USA.

- 4.1.2. For the purposes of minimizing travel costs and billable time, alternate locations (NATO facilities) will be considered as well, on a case-by-case basis.
 - 4.1.3. For the purposes of minimizing travel costs and billable time, to cope with health-based travel restrictions and should the research products complexity permit, VTC-based workshops and project progress meetings shall be considered on a case by case basis.
 - 4.1.4. No infrastructure or purchaser furnished equipment shall be provided to the supplier, which will be responsible for all necessary tools and logistics necessary to execute the work
- 4.2. All option periods shall be subject to the requirement remaining valid and funds being available.

5. Tasking and Deliverables

- 5.1. The knowledge-transfer support objective aims to provide support to HQ SACT in multiple concurrent topics, based on HQ SACTS's operational needs, which are ever changing and adapting to the Alliance requirements and decisions. Support shall consist in advance on the different topics and there shall be between two to five products per research period subject to individual required effort and analysis(or contributions to them), such as:
- 5.1.1. Short papers, including recommendations to inform NATO senior policy committees.
 - 5.1.2. Feasibility analysis and studies.
 - 5.1.3. Strategies, frameworks, plans.
 - 5.1.4. Concepts.
 - 5.1.5. Policies, doctrine, procedures.
 - 5.1.6. Capabilities use-cases, specifications and architectures.
 - 5.1.7. Experiments and exercises scenarios and vignettes.
 - 5.1.8. Innovation and experimentation proposals.
 - 5.1.9. Strategic-level recommendations on required areas of development.

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- 5.2. The development of this knowledge-transfer support package shall provide the following output of results, please see detailed list below of each deliverable for this project:

Task	Data Item Description	Para	Delivery Schedule
No later than one week prior to contract Kick-Off Meeting, physical and electronic mechanisms to facilitate classified information sharing between the supplier and ACT section 11.1			
001	KOM Presentation (10)	6.5 & 7.2	During Kickoff Meeting
002	KOM Meeting Minutes (10)	7.2	3 Days after KOM
003	Workshop Briefing Outline (10)	6.7 & 7.4	During Workshop Meeting
004	Base R&D Phase – Draft Report (1)	6.3 & 7.3.1 & 7.4.1	2 Weeks prior to Workshop
005	Base R&D Phase – Final R&D Package /Workshop Report (1)	6.9 & 7.4.3	< 3 Days After Workshop
006	Option R&D Phase 1 – Draft Report (3)	7.3.1 & 7.4.1	2 Weeks prior to Workshop
007	Option R&D Phase 2 – Draft Report (3)	7.3.1 & 7.4.1	2 Weeks prior to Workshop
008	Option R&D Phase 3 – Draft Report (3)	7.3.1 & 7.4.1	2 Weeks prior to Workshop
009	Final R&D Package Phase 1/ Workshop Report (3)	6.9 & 7.4.3	< 3 Days After Workshop
010	Final R&D Package Phase 2/ Workshop Report (3)	6.9 & 7.4.3	< 3 Days After Workshop
011	Final R&D Package Phase 3/ Workshop Report (3)	6.9 & 7.4.3	< 3 Days After Workshop
012	Progress Meeting Minutes (10)	6.8 & 6.10, 7.5.3	< 3 Days After Meeting
013	Workshop Meeting Minutes (10)	6.10 & 7.4.3	< 3 Days after workshop
014	Aggregate Research Product (1)	7.6.1	30 Days after last phase

6. Methods of Work / Required Specifications

- 6.1. This contract calls for bidders who have a pool of subject matter experts (SME's) in the disciplines outlined in section 3.4, and which are able to dynamically allocate a subset of them to this project, as needed, for the execution of time-limited activities and the development of products identified in section 5.1, above.
- 6.2. The SMEs will have prior experience in the development of equivalent products/tasks for national or multinational purposes. In general, most effort will be dedicated to tailor those products to NATO needs, and limited effort will be necessary to research and develop the topics from scratch.
- 6.3. The annual program of work (project) will be divided into a number of research and development phases (typically three per year), initially planned for a duration of 15 working weeks each, albeit with actual duration

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defined between HQ SACT's and supplier's project managers based on the scope and effort required to deal with the topics selected for that phase.

- 6.4. The bidder's project manager will allocate and manage, for each R&D phase, a team of SME's from the SME pool, based on the products and activities identified for that research phase, ensuring they are capable and able, and have the necessary availability to develop the deliverables specified for that phase. Team experts will, in general, not need to be full-time dedicated to a product, phase or the whole project, but rather on an as-needed basis.
- 6.5. Each phase will start with a kick-off meeting to engage the expert teams, focus the area of interest, and agree on the methodology, supporting documentation, products and any required workflow details. The core set of NATO references will be provided by NATO Project Manager¹ (PM) at that point. HQ SACT PM will provide as well any contextual information that may be relevant for the research. Base Year 1 will only contain one (1) Research Phase, however, all other Option Years will contain three (3) Research Phases.
- 6.6. Starting from each phase kick-off meeting, the supplier will analyse the work to be done, the provided references and distribute them among the appropriate team experts. Research/development/re-use on the topics and products will be conducted during several weeks, and consolidated in a (draft with minimal editorial effort) read-ahead package to be delivered to HQ SACT PM.
- 6.7. A workshop will be held about two weeks after the delivery of the research package. The workshop will involve supplier's participating experts for that research/development package, and the relevant HQ SACT Subject Matter Experts (SMEs). During the workshop the supplier will brief and review the research package, followed by discussions, comments and questions.
- 6.8. Immediately after the workshop, a project progress meeting will be held between the HQ SACT and the supplier's PMs. During the project progress meeting the overall scope, contents and technical quality/value of the research/development package shall be discussed, along with any outstanding project-related issues with contractual impact. A new list of topics shall be provided to the supplier, as the kick-off for the new research/development phase. Should one or more of the topics in the previous research package not suffice in terms of amount or quality of contents, that topic shall be addressed again during the new research cycle, should HQ SACT PM request so.
- 6.9. The supplier will provide HQ SACT PM with a final copy of the research package, including the comments, questions and issues of relevance as discussed during the workshop, no later than three working days after the completion of the workshop.

¹ ACT Cyberspace Technical Director will be ACT's PM for this project.

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- 6.10. The supplier shall also provide the minutes of workshop and project progress meetings, no later than three days after they take place.
- 6.11. In general, and unless stated by HQ SACT PM during the phase kick-off, supplier's inputs shall be used to inform and produce NATO/HQ SACT documents and other products. The supplier shall therefore consider this when staffing the research report, favouring content and results over editorial effort.
- 6.12. The process in 6.5 to 6.9 shall be repeated for up to 3 research phases during the year. The progress meeting right after each workshop (6.7) will also be the formal kick off for the activities toward the next phase in the year. The kick-off meeting for the first research phase of the following year shall be subject to formal execution of the corresponding option year.
- 6.13. At the end of the period of performance the supplier will provide HQ SACT PM with an aggregated final edition of all research products. This aggregate final research package will include a short executive summary. About a week after that, a project closure meeting will be held, where HQ SACT and supplier's PMs will validate the contents of the final research package and, after any required changes are implemented, declare the annual project as completed/closed.

7. Milestones

- 7.1. The project's main output shall consist of a transfer of research and know-how from the supplier to HQ SACT, aligned with HQ SACT needs and priorities related to the implementation of cyber as a domain and, in particular, supporting the execution of the NATO cyberspace operations tasks. The following formal outputs will be provided:
 - 7.2. Kick-off-meeting (KOM):
 - 7.2.1. Each KOM must entail a short presentation of new team members and areas of responsibility.
 - 7.2.2. Minutes of the KOM must be provided three (3) days after the KOM, including the agreed research topics for first workshop.
 - 7.3. Research and Development Phase (1 through 3):
 - 7.3.1. The Base Year will have one (1) Research Phase, Option Years that are executed, will have three (3) Research Phases with each phase having a duration of fifteen (15) weeks (or as scheduled between HQ SACT and contractor).
 - 7.3.2. All other milestones shall align with the start and end dates of each phase.
 - 7.4. Workshop:
 - 7.4.1. Draft research package to be provided two (2) weeks in advance.

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- 7.4.2. Copy of any reference material supporting the research, to include a workshop briefing outline of items to be discussed as mentioned in section 6.7.
 - 7.4.3. Final research package, with executive summary, and minutes of the workshop and progress meeting (three working days after)².
- 7.5. Progress Meeting:
- 7.5.1. Immediately after each workshop a progress meeting is to be held.
 - 7.5.2. The progress meeting right after each workshop (7.4) will also be the formal kick off for the activities toward the next phase.
 - 7.5.3. Minutes of project progress meetings, shall be provided no later than three days after they take place
- 7.6. Project Closure Meeting:
- 7.6.1. Final aggregated and consolidated research package, with executive summary to be provided one (1) week in advance.
 - 7.6.2. Minutes of the closure meeting (three (3) working days after).
- 7.7. 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 per labor category described above. The contractor shall be prepared to evaluate requirements and submit a price proposal for any new requirement for consideration by HQ SACT but not limited to the related areas above. Surge proposals 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 80% of the annual contract value or 80% of the cumulative contract value. Other entities surging against this contract shall not be counted against the established HQ SACT surge threshold.
- 7.8. Within 30 days after HQ SACT acceptance of all outputs in this project, the supplier may be invited (once per year) to brief final results to HQ SACT leadership, at NATO / HQ SACT in Norfolk, VA, and to an audience comprising ACT selected staff plus invitees from other commands,

² Should the continuation of research on specific topics extend beyond a single research period, the PMs might agree to postpone the delivery of the formal research package to the next research cycle.

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agencies or national representatives (as deemed adequate by HQ SACT).

8. Other considerations

- 8.1. Cost estimation is the sole responsibility of the bidder. However, for the purposes of estimating the effort, the research/support team is estimated with four research/development individuals (three seniors, one junior) and one project manager, all working at about 50% dedication to this project.
- 8.2. The project manager shall be responsible of fulfilling and delivering tasks and products in accordance with identified products outlined in section 5.1, mapping disciplines in section 3.4. He/she shall be responsible of deadlines and milestones defined for each research phase. The project manager shall be responsible to ensure that deliverables meet the content, depth, adequacy and quality required by HQ SACT's project manager.
- 8.3. The profiles and areas of expertise of the research and development individuals shall be chosen so they are complementary and collectively able to effectively and efficiently contribute to products and areas of work as stated in previous sections.

9. Essential Requirements and Qualifications

- 9.1. Supplier's technical proposals will be assessed on the qualifications of the both the company and the individuals proposed to perform the work. A best value approach will be followed to assess the proposals.
- 9.2. Tables 1 and 2 shall determine overall compliance of the company and the proposed Subject Matter experts. Company references and individuals' résumés will be measured against each of the criteria specified in Table 3, in order to ascertain whether the organization and the proposed project's team members have adequate qualifications to be considered.
- 9.3. Examples of how detailed knowledge levels were attained are expected. Ultimately, the bidder shall clearly demonstrate both corporate and SME's compliance 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).
- 9.4. HQ SACT reserves the right to conduct a round of technical discussions to validate company and SME's compliancy claims.
- 9.5. No replacements of proposed personnel between the submission of the bidding and the project/task start shall be allowed, unless force majeure causes. Replacement of proposed personnel after project start shall be subject to HQ SACT prior approval. Insufficiently justified replacement of project personnel shall be grounds for contract termination.

10. Verification of Requirements

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- 10.1. The following tools will be used to ensure project execution compliance with NATO requirements and continuous inter-organization alignment, while limiting the risk of the execution:
- 10.1.1. Formal appointment of a project board with an Executive (from HQ SACT) to represent the user and senior personnel to represent the supplier.
 - 10.1.2. Formal appointment of a project manager from both HQ SACT and the supplier, as the single PoC for each entity for project scope, management, quality assurance and evaluation.
 - 10.1.3. At the request of HQ SACT's PM, invitation to other NATO stakeholders representatives (e.g., from Allied Command Operations (ACO) or the NATO Communications and Information Agency (NCIA)) to participate in workshops and to discuss supplier products, should those require coherence with those organizations areas of responsibility. This participation could be replaced with a list of questions/comments from those organizations to be discussed during the appropriate technical workshops.
 - 10.1.4. Formal delivery acceptance, per research packages, workshop report and executive-summary paper required prior to project closure.

11. Security

- 11.1. Documentation used and discussed for this project shall be up to NATO SECRET. The supplier shall ensure its team is in possession of an Active NATO or National SECRET (or higher) security clearance at the time of bidding for this project.
- 11.2. The supplier shall hold equivalent Facility Security Clearance (FSC). The supplier shall provide, no later than one week prior to contract Kick-Off Meeting, physical and electronic mechanisms to facilitate classified information sharing between the supplier and HQ SACT. The supplier ability to electronically exchange classified documentation with HQ SACT, reaching HQ SACT recipients using NATO through NATO secure networks is imperative, and failure to provide that ability for a period longer than two weeks shall be considered a breach of contract.

ANNEX B
Requirements and Compliance Matrix

Best Value Criteria (BVC) will be used for the procurement of Strategic-Level Cyberspace Operations Knowledge Transfer support services.

Table 1 below contains the compliance matrix for the bidding company. All compliance claims in table 1 shall be backed by company references. Row 6 shall be completed using the self-score value obtained by filling the scoring matrix, in table 3.

The bidder shall fill in Table 2, SME compliance matrix, for each SME intended to allocate more than 20% effort to the project. All SMEs claims shall be backed by the individual's resume, indicating compliance reference paragraph/line in the resume.

The bidder shall fill in Table 3, scoring matrix, which includes criteria about the company qualifications and the SME team. The bidder shall fill-in rows 3, 4 and 5 in the table. Compliance, non-compliance or partial compliance with each requirement will be recorder in column 3. A reference to where that compliance is proved shall be recorded in column 4, for each requirement. The resulting score in accordance with column 2 criteria shall be recorded in column 5. The total scoring for the company/SME team (max 100 points) shall be recorded at the bottom of the scoring matrix, and the total value shall be used to determine compliance in row 6, table 1.

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 adequate 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).

Supplier Company Name:

Supplier Project Manager name, nationality³:

³ If the SME has more than one nationality, all of those shall be listed in the response.

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Research/Development SME #1 name, nationality³, area of expertise⁴:

Research/Development SME #2 name, nationality³, area of expertise⁴:

Research/Development SME #3 name, nationality³, area of expertise⁴:

Research/Development SME #4 name, nationality³, area of expertise⁴:

⁴ As many SMEs as the bidder will allocate to the project, taking into account that allocated SMEs shall spend 20% or more of their work hours to the project.

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Table 1. Compliance Matrix: Bidder's Company

Bidder's Company Name _____
Bidder's Company Score _____

	Item	C/PC/NC ⁵
1	Provide, at the time of bidding, certification/letter from a NATO, national or multinational cyber command stating that the company has/is supporting the cyber command in the development of cyber-military warfare objectives (see section 3.5) for military missions (defensive, offensive, cyber intel and situational awareness see section 3.4) in cyberspace. The certification must include a list of areas, projects and dates.	
2	Company is headquartered in one of the NATO Countries with proposed candidates that are citizens of and resident in NATO nations. (Nationality must be provided and any secondary or dual citizenships clearly specified).	
3	Have, at the time of bidding, the clearances (including Facility Security Clearance (FSC)) and infrastructure necessary to electronically receive, store, process and distribute documentation up to NATO SECRET.	
4	Reach a minimum of 60 Points in the Scoring Matrix (Company and Subject Matter Expert Criteria) in table 3.	
5	At least two submissions of past performance experience within the last seven years	
6	Demonstrate, prior to contract award, the ability to exchange classified messages and attachments with HQ SACT email addresses in the NATO SECRET network. Company shall provide one or more email addresses accessible from NATO secret network, with the ability to send and receive attachments, and demonstrate the ability to regularly and routinely send and respond to classified messages and attachments in less than 24 hours.	

Table 2. Compliance matrix: SMEs (bidder to fill one per proposed project SME).

SME Number and Name _____

	Item	C/PC/NC ⁵
1	Minimum of two past-performance citations within the last three years to show that he/she has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW.	
2	SME in at least 2 of the disciplines listed in the tasking section 3.4	
3	Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.	
4	Active NATO or National SECRET (or higher) security clearance.	
5	Valid NATO-Nation passport with no travel restrictions to NATO nations.	
6	Citizen of NATO member nation (Nationality must be provided and any secondary or dual citizenships clearly specified).	

⁵ Compliant (C), Partially Compliant (PC), Non-Compliant (NC). Any partial compliance shall be explained.

Table 3. Scoring matrix

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. <u>ANY SCORE OF ZERO IS - COMPLIANT UNLESS OTHERWISE INDICATED</u>	C/PC/NC ⁶	Page, Paragraph and Line Number referencing where candidates meet the criteria and how ⁷ .	Score (Maximum, 100 points) ⁸
Company Requirements				
1. Relevant experience in the development of military cyberspace warfare products (see section 3.3) in support of cyberspace military mission analysis, planning, execution and assessment. <u>Experience in military cyber security will, in general, not suffice.</u> A score of zero in this category is non-compliant	Max Points: 10 <ul style="list-style-type: none"> • Zero Products: 0 points (Non-Compliant) • One to three products in tasking section: 2 points • Four to five products in tasking section: 6 points • Six or more products in tasking section: 10 points 			
2. Previous experience in NATO projects, preferably in the area of cyber security and cyberspace operations	Max points: 10 <ul style="list-style-type: none"> • No experience: 0 points • Experience < 2 years: 5 points • Experience > 2 years: 10 points 			
Research / Production SME Team				
3. Master’s degree or equivalent national academic qualification in computer science, network security, cyber-security or related field. Can be substituted with Bachelor Degree and 5 years of experience in relevant field.	Max points: 4 All proposed SMEs: <ul style="list-style-type: none"> • Have at least a Bachelor degree: 1 point • Have Bachelor degree and 5 years of experience in relevant field of study: 2 points • Have Master’s degree or above: 4 points 			

⁶ Compliant (C), Partially Compliant (PC), Non Compliant (NC).

⁷ Failure to provide exact reference (page, paragraph, line #, ref to resume, reference or past performance citation) to where experience can be validated will result is disqualification.

⁸ Misrepresentation of one or more scoring values will result in disqualification.

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<p>4. Post-graduate education in CIS security and cyber defence disciplines, as a Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM) or equivalent.</p>	<p>Max points: 4</p> <ul style="list-style-type: none"> • At least one proposed SME has post-graduate education in required cyber discipline: 1 point • At least 2 or more of the proposed SMEs have post-graduate education in required cyber discipline: 4 points 			
<p>5. Demonstrated experience working in or in direct support of a national, international or multi-national cyber command, in support of intelligence, planning and/or operations activities. Demonstrated ability and recent experience (less than two-year old) in planning, execution and assessment of military missions in cyberspace.</p> <p>A score of zero in this category is non-compliant</p>	<p>Max points: 4</p> <ul style="list-style-type: none"> • No proposed SME has required experience: 0 points (Non-Compliant) • At least one proposed SMEs has required experience: 1 point • At least 2 or more of the proposed SMEs have required experience: 4 points 			
<p>6. Allocated to the project for 20% or more of the working hours.</p>	<p>Max points: 4</p> <ul style="list-style-type: none"> • At least two proposed SMEs will be allocated 20% or more to the project: 2 points • At least 2 proposed SMEs will be allocated 30% or more to the project: 3 points • At least two proposed SMEs will be allocated 40% or more to the project: 4 points 			
<p>7. Experience in the development, as lead or main contributor, of products in support of military cyberspace operations (in general, experience in development of cyber security only products, will not be considered compliant).</p> <p>A score of zero in this category is non-compliant</p>	<p>Max points: 4</p> <ul style="list-style-type: none"> • No proposed SME has required experience: 0 points (Non-Compliant) • At least one proposed SME has required experience: 1 point • At least 2 or more of the proposed SMEs have required experience: 4 points 			
<p>8. Experience in the development of warfare products in support of military cyberspace mission analysis and engineering.</p>	<p>Max points: 4</p> <ul style="list-style-type: none"> • No proposed SME has required experience: 0 point • One proposed SME has required experience: 1 point 			

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	<ul style="list-style-type: none"> At least 2 or more of the proposed SME has required experience: 4 points 			
9. Experience in the development of warfare products in support of cyber security infrastructure operations.	<p>Max points: 4</p> <ul style="list-style-type: none"> No proposed SME has required experience: 0 point One or more proposed SME has required experience: 4 points 			
10. Experience in the development of warfare products in support of Defensive Cyberspace Operations (DCO).	<p>Max points: 4</p> <ul style="list-style-type: none"> No proposed SME has required experience: 0 points One proposed SME has required experience: 1 point At least 2 or more of the proposed SME has required experience: 4 points 			
11. Experience in the development of warfare products in support of Offensive Cyberspace Operations (OCO).	<p>Max points: 8</p> <ul style="list-style-type: none"> No proposed SME has required experience: 0 points One proposed SME has required experience: 4 points At least 2 or more of the proposed SME has required experience: 8 points 			
12. Experience in the development of warfare products in support of cyber intelligence and information sharing.	<p>Max points: 6</p> <ul style="list-style-type: none"> No proposed SME has required experience: 0 points One proposed SME has required experience: 3 points At least 2 or more of the proposed SME has required experience: 6 points 			
13. Experience in the development of warfare products in support of Cyberspace Situational Awareness (CySA).	<p>Max points: 6</p> <ul style="list-style-type: none"> No proposed SME has required experience: 0 points One proposed SME has required experience: 3 			

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	<p>points</p> <ul style="list-style-type: none"> At least 2 or more of the proposed SME has required experience: 6 points 			
14. Experience in the development of warfare products in support of cyber Education and Training (E&T).	<p>Max points: 4</p> <ul style="list-style-type: none"> No proposed SME has required experience: 0 points One proposed SME has required experience: 1 point At least 2 or more of the proposed SME has required experience: 4 points 			
15. Experience in the development of warfare products in support of cyber Resilience, Multi Domain Operations (MDO), Digital Transformation and Digital Backbone, Cognitive Warfare, Seabed-to-Space Situational Awareness.	<p>Max points: 4</p> <ul style="list-style-type: none"> No proposed SME has required experience: 0 points One proposed SME has required experience: 1 point At least 2 or more of the proposed SME has required experience: 4 points 			
16. Experience in the development of military cyberspace operations capabilities (excluding cyber security-only capabilities).	<p>Max points: 4</p> <ul style="list-style-type: none"> No proposed SME has required experience: 0 points One proposed SME has required experience: 1 point At least 2 or more of the proposed SME has required experience: 4 points 			
17. Experience in cyberspace operations innovation, such as cyberspace operations process re-engineering, doctrine review, new approaches to cyber data exploitation, employment of artificial intelligence and employment of other emerging and disrupting technologies.	<p>Max points: 6</p> <ul style="list-style-type: none"> No proposed SME has required experience: 0 points One proposed SME has required experience: 3 points At least 2 or more of the proposed SME has required experience: 6 points 			

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<p>18. Publications: Author or co-author of peer-reviewed publications in the area of cyber security.</p>	<p>Max points: 2</p> <ul style="list-style-type: none"> • No proposed SME has required publications: 0 points • One proposed SME has required publications: 1 point • At least 2 or more of the proposed SMEs have required publications: 2 points 			
<p>19. Publications: Author or co-author of peer-reviewed publications in the area of cyberspace operations (defensive, offensive, intelligence and situational awareness).</p>	<p>Max points: 8</p> <ul style="list-style-type: none"> • No proposed SME has required publications: 0 points • One proposed SME has required experience: 2 points • Two proposed SMEs have required publications: 4 points • More than two proposed SMEs have required publications: 8 points 			
<p>TOTAL SCORE company + SME Team (max 100)</p>				

HQ SACT GENERAL TERMS AND CONDITIONS DATED 01/26/2022 ARE APPLICABLE TO THIS PROCUREMENT AND CAN BE LOCATED ON THE ACT WEBSITE AT WWW.ACT.NATO.INT/CONTRACTING UNDER CONTRACTOR INFORMATION. In addition, Personnel are expected to conduct themselves in accordance with the current NATO Code of Conduct agreed by the North Atlantic Council (NAC), and thus display the core values of integrity, impartiality, loyalty, accountability, and professionalism.