

IFIB-ACT-SACT-23-01 PART D



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-23-02 (PART D)

CAPABILITY DEVELOPMENT MANAGEMENT SUPPORT (CDMS)

AMENDMENT 2

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BIDDING INSTRUCTIONS

1. General

- (a) This is a **Firm Fixed Price level of effort** contract in accordance with the HQ SACT General Terms and Conditions; **Contract Award is contingent upon funding availability; Partial bidding is allowed.**

2. Classification

- (a) 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.

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- (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 of bidding. 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) Period of Performance:
 - 1. Base Period: 01 September 2023 – 31 December 2023,
Option Period One: 1 January 2024 – 31 December 2024,
Option Period Two: 1 January 2025 – 31 December 2025,
Option Period Three: 1 January 2026 – 31 December 2026,
Option Period Four: 1 January 2027 – 31 December 2027
 - 2. **Each Labour Category will have specific Periods of Performance identified, which can differ from the above dates.**
 - 3. Option periods shall be exercised at the sole discretion of the HQ SACT Contracting Officer, based on satisfactory work performance, availability of funding, and ongoing evolving requirements.

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

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recovery of costs in connection to bid preparation. All efforts undertaken by any bidder shall be done considering and accepting, that no costs shall be recovered from HQ SACT. If this IFIB is cancelled, any/all received bids shall be returned unopened, per the bidder's request.

8. Bidder Clarifications

- (a) Prospective Bidders should seek clarification at their earliest convenience. Any explanation regarding the meaning or interpretation of this IFIB, terms, clause, provision or specifications, shall be requested in writing, from the Contracting Officer. All Contracting Officers listed on this IFIB must receive such requests via email for clarification no later than **21 July 2023**.
- (b) In lieu of a bidder's conference, HQ SACT invites bidders to submit technical and contractual questions not later than **21 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. Verbal Interpretations shall not be binding.

9. Bid closing date

- (a) Bids shall be received at HQ SACT, Purchasing and Contracting Office, no later than **14 August 2023, 0900 hours, Eastern Daylight Time, Norfolk, Virginia, USA**. No bids shall be accepted after this date and time. **No hard copy proposals will be accepted**. Please see paragraph 12 for more details.

10. Bid Validity

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

11. Content of Proposal

The proposal shall consist of 2 separate single PDF documents (Technical / Price) sent via e-mail as per the instructions. No hard copy proposals will be accepted. The

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E-mailed PDF documents shall be received no later than **14 August 2023, 0900 hours, Eastern Standard Time, Norfolk, Virginia, USA.**

A table of contents for the entire proposal (See Enclosure #1):

- (a) The bidder's full name, address, Point of Contacts, Telephone, Fax number; Internet site;
- (b) Compliance statement (See Enclosure #2);
- (c) Past performance (See Enclosure #3);
- (d) List of key personnel.
- (e) Provision of technical and price volumes;
- (f) Best Value Compliance matrix (See Annex A to Statement of Work).

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

- (b) E-mail subjects shall include the solicitation information along with **company name** (for example: IFIB -ACT-SACT-23-01_Part_D_Tech_ABC Inc. / IFIB -ACT-SACT-23-01_Part_D_Price_ABC Inc.). **Allow sufficient time in sending your submission should you encounter e-mail size challenges.**
- (c) **Price proposals shall be in U.S. Dollar currency.** Contractor may request payment post award in alternate currency based on agreed conversion rate.
- (d) Prices shall be on a **Firm Fixed Price Basis** and include any relevant discount schedule.
- (e) No verbal bids or verbal modifications or telephonic bids shall be considered.
- (f) 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

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- (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. No late bids shall 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) A bidder may withdraw their bid up to the date and time specified for bid closing. Such a withdrawal must be completed in writing with attention to the HQ SACT Contracting Officer. As this is a best value evaluation, contractor pricing will be opened and held within the contract file, whether considered or not. A bid withdraw will be annotation on the Contract Award Record.

15. Bid Evaluation

- (a) The evaluation of bids and determination as to the responsiveness and technical adequacy or technical compliance, of the products or services requested, shall be the responsibility of HQ SACT. Such determinations shall be consistent with the evaluation criteria specified in the IFIB. HQ SACT is not responsible for any content that is not clearly identified in any proposal package.
- (b) Due to the highly technical nature of this requirement, HQ SACT reserves the right conduct pre-award discussions with proposed key personnel to 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 taking into consideration of the following factors:
 - 1. Successful administrative submission of bid packages as requested in paragraph 11 and as listed in this IFIB.
 - 2. Successful determination of compliance. (Compliant/Non-compliant).
 - 3. Technical factors / pricing factors rated the following: Technical / Price = **70/30 (Best Value Compliant Offer)**.
 - 4. The overall proposed hourly rates and the total hours indicated in the solicitation will be the basis of the Price Evaluation.
 - 5. Technical clarifications as determined may be conducted.
 - 6. Acceptance of HQ SACT General Terms and Conditions.

16. Proposal Clarifications

- (a) 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

- (a) HQ SACT intends to award a firm fixed price contract(s) to the Offeror(s) whose proposal(s) represents the **Best Value** offer to NATO. **Partial awards are authorized.**
- (b) HQ SACT will collect information from references provided by the Offeror in regard to its past performance. Contractors must provide authorization to contact references.
- (c) HQ SACT reserves the right to negotiate minor deviations to the listed General Terms and Conditions to this IFIB.

18. Communications

- (a) 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: (PLEASE INCLUDE ALL THREE BELOW ON ALL CORRESPONDENCE)

- a. Magdalena Ornat, ACT Contracting Officer,
757-747-3150, Magdalena.Ornat@act.nato.int
- b. Catherine Giglio, ACT Contracting Officer,
757-747-3856, Catherine.Giglio@act.nato.int
- c. Alysha Makela, ACT Contracting Support,
Email only, alysha.makela@act.nato.int

Enclosure 1: Proposal Content / Checklist

PROPOSAL CONTENT / CHECKLIST

Table of Contents

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

Enclosure 2: Compliance Statement

COMPLIANCE STATEMENT TO SEALED BID IFIB-ACT-SACT-23-01 (Part D)

It is hereby stated that our company has read and understands all documentation issued as part of IFIB-ACT-SACT-23-01 (PART D). Our company proposal submitted in response to the referenced solicitation is fully compliant with the provisions of IFIB-ACT-SACT-23-01 (PART D) 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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-----	-----
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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.

Enclosure 3: Past Performance Information Form
(Company is required to submit minimum of one.)

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

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.

Price Volume

SEALED BID PRICE PROPOSAL: Bidders shall only submit the number of candidates requested within each Labour Category (i.e. if three candidates are identified in one Labour Category, then the company shall submit no more than three candidates for that Labour Category.)

SUBJECT: IFIB-ACT-SACT-23-01 (PART D)

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

SUBJECT: IFIB-ACT-SACT-23-01 (PART D) Sealed Bid Price Proposal

Please find on behalf of **Insert: Company Name** to provide HQ SACT with services (collectively referred as “ITEMS”), subject to the provisions, terms and conditions stated in IFIB ACT-SACT-23-01 (PART D) and the “**Insert : Company Name** Technical proposal”, submitted in accordance with solicitation provisions.

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LABOR Category (LC) (Location) ESTIMATED START DATE 202X	BASE PERIOD: 01 Sept – 31 Dec 2023 (600 hours/ LC) *Start date is specified within each category.	OPTION PERIOD 1: 1 JAN – 31 DEC 2024 (1800 hours/LC)	OPTION PERIOD 2: 1 JAN – 31 DEC 2025 (1800 hours/LC)	OPTION PERIOD 3: 1 JAN – 31 DEC 2026 (1800 hours/LC)	OPTION PERIOD 4: 1 JAN – 31 DEC 2027 (1800 hours/LC)	Total of Base + Options
LABOR CATEGORY 18: SENIOR LIFE CYCLE REQUIREMENTS CAPABILITY SUPPORT (NORFOLK, VA, USA) (ONE CANDIDATE)	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	\$
LABOR CATEGORY 19: SENIOR CONTRACTOR SUPPORT TO ARCHITECTURE DEVELOPMENT (NORFOLK, VA, USA)(ON-SITE) (ONE CANDIDATE)	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	\$
LABOR CATEGORY 37 CONTRACTOR SUPPORT TO NATO NUCLEAR COMMAND & CONTROL (NC2) CAPABILITY PROGRAMME DEVELOPMENT, IMPLEMENTATION AND MANAGEMENT (MONS, BELGIUM)(ONE CANDIDATE)	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	\$
LABOR CATEGORY 46: CYBERSPACE CONCEPT VALIDATION & EXPERIMENTATION OFFICER (Norfolk, VA, USA)(On-Site) (ONE CANDIDATE)	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	\$
LABOR CATEGORY 47: CYBERSPACE PRINCIPAL ARCHITECT (1 Jan 24 Start Date) (Norfolk, VA, USA)(On- Site) (ONE CANDIDATE)	This labour category will begin in Option 1	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	\$
LABOR CATEGORY 54: SENIOR CONTRACTOR SUPPORT TO WIRELESS COMMUNICATION SYSTEM	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	\$

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(Norfolk, VA, USA)(On-Site) (ONE CANDIDATE)						
LABOR CATEGORY 55: CONTRACTOR SUPPORT TO ARTEMIS CAPABILITY DEVELOPMENT (Norfolk, VA, USA)(On-Site) (ONE CANDIDATE)	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	\$
LABOR CATEGORY 56: CONTRACTOR SUPPORT FOR JOINT EFFECTS PROJECTS / PROGRAMMES PLANNING, COORDINATING AND DOCUMENTATION. (Norfolk, VA, USA)(On-Site) (ONE CANDIDATE)	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	\$
LABOR CATEGORY 57: SENIOR CONTRACTOR SUPPORT TO REQUIREMENTS MANAGEMENT/OPERATIONAL ACCEPTANCE ANALYSIS – OPERATIONAL C2/CIS (MONS, BELGIUM) (SHAPE J6) (LOCATION)(On-Site) (ONE CANDIDATE)	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	\$
LABOR CATEGORY 58: CONTRACTOR SUPPORT FOR STAFF TRAINING COORDINATION (1 Oct 23 Start Date) (Norfolk, VA, USA)(On-Site) (ONE CANDIDATE)	Candidate # 1: (Name) (450 hrs) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	\$
LABOR CATEGORY 59: FRONT OFFICE SUPPORT/ CAPABILITY MANAGEMENT FUNCTION (CMF) SECRETARIAT (Norfolk, VA, USA)(On-Site) (ONE CANDIDATE)	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	\$

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LABOR CATEGORY 60: SUPPORT TO THE ACT MISSION SECURITY COORDINATOR (Norfolk, VA, USA)(On-Site) (ONE CANDIDATE)	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	\$
LABOR CATEGORY 61: SUPPORT TO THE ACT BUSINESS IMPACT ANALYSIS (BIA) (Norfolk, VA, USA)(On- Site) (ONE CANDIDATE)	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	\$
LABOR CATEGORY 62: SUPPORT TO THE ACT SECURITY ACCREDITATION AUTHORITY (Norfolk, VA, USA)(On-Site) (TWO CANDIDATES)	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$ Candidate # 2: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$ Candidate # 2: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$ Candidate # 2: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$ Candidate # 2: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$ Candidate # 2: (Name) HRLY RATE: \$ TOTAL COST: \$	\$

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

Authorizing Company Official:

Printed _____ Name: _____

Position: _____

Title: _____

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

Company name Witness Official:

Printed _____ Name: _____

Position: _____

Title: _____

Witness Signature: _____, Date _____

STATEMENT OF WORK (SOW)

FOR

CAPABILITY DEVELOPMENT MANAGEMENT SUPPORT (CDMS) (PART D)

1. Introduction

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 ACT 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. ACT therefore leads Alliance concept development, capability development, training and lessons learned initiatives and provides unfettered military support to policy development within NATO.

DCOS Capability Development (CAPDEV) acts as the Supreme Allied Commander Transformation's Director for guidance, direction and co-ordination of the activities and resources of the Capability Development Directorate. CAPDEV is responsible to:

Identify and prioritize Alliance capability shortfalls from short to long term, along a continuum of holistic capability development.

Lead the determination of required capabilities and prioritization of shortfalls to inform the delivery of materiel and non-materiel solutions across the Doctrine, Organisation, Training, Material, and Leadership, Personnel, Facilities and Interoperability (DOTMLPFI) lines of effort to enable a holistic approach to capability development, ensuring improved interoperability, deployability and sustainability of Alliance Forces.

The Requirements Division will execute all tasks and activities needed to support requirements management for NATO capabilities. The Requirements Division will develop requirements, provide traceability and quality assurance of requirements, and implement options across DOTMLPFI in order to satisfy capability needs.

The Capability Requirements (CR) Branch will develop the Capability Requirements Brief and recommended courses of action to resolve issues associated with through the life cycle management of requirements using matrixed, cross-functional project-specific Requirements Management teams. The branch provides requirements development, traceability and quality assurance

support; analysis support; and interoperability standards and requirements information to Capability Programme Managers and projects. The contractual support that is in direct support of this Branch will be based in Norfolk, Virginia, USA.

The Requirements Forward Branch (Mons) is responsible for conducting requirements development and management representation and engagement related functions in Europe. The branch provides support to the NATO processes. The branch consists of a competency-aligned structure to support appropriate requirements analysis, development, management, and monitoring activities in accordance with SACT direction and guidance. The contractual support that is in direct support of this Branch will be based in Mons, Belgium.

The Capability Division coordinates the development of capabilities from capability planning through acceptance and then disposal with management entities, NATO Headquarters staff and the NATO Governance Structure. This entails synchronizing horizontally across capabilities to achieve coherent efforts and outcomes. The Division also provides military advice to NATO policy development as well as development of the NATO Enterprise and capability architectures. This entails coordination, participation and use of Analysis of Alternatives, Concepts, Wargaming, and experimentation to develop a comprehensive, holistic through lifecycle plan for a capability. This Division is responsible for developing the Capability Programme Plan with support from the NATO Agencies and ACO. This involves the development of the products to be submitted to Governance for approval. Furthermore, the Division develops acceptance plans with management level stakeholders, oversees the execution of acceptance plans, and the development of the report to be approved by ACO. Finally, the Division develops and oversees coordination and development of disposal plans for any legacy capabilities with a focus on rapid transition and cost savings.

The Capability Forward Branch (Mons) coordinates with ACO, NCIA, NSPA, NATO HQ, territorial Host Nations, and NATO Centres of Excellence (COEs) in support of the development of capabilities. The Branch is a supporting entity to the programme directors of NATO capability delivery. The Branch supports the development of capability programme plans to meet the operational requirements in a through lifecycle approach. It synchronizes and aligns efforts. The Branch supports capability development through a competency-aligned structure to support appropriate deliverable, product, programme, and project activities including those related to Cyberspace.

Strategic Plans and Policy (SPP) supports Allied Command Transformation in formalising military advice to shape future military strategy, political guidance, and other policy documents in support of NATO's strategic objectives. The directorate is responsible for drafting the Strategic Foresight Analysis and the Framework for Future Alliance Operations, as well as, other military concepts that shape future strategies, political guidance, our relations with partner nations and other international organizations – including the NATO Defence Planning Process. All of this work supports NATO preparation for future challenges

and threats and seizes emerging opportunities to help shape the future. Rewriting policy documents, work in Resilience, Partnerships and Academic Outreach steward many of the activities of this directorate.

Joint Force Development (JFD) is responsible for the direction and coordination of education and individual training (E&IT) and the management of warfare development activities within collective training and exercises (CT&E). Responsibilities include:

- Direction and coordination of E&IT within ACT and ACO and in support of NATO HQ,
- Management of warfare development activities within CT&E supporting SACEUR and NATO HQ,
- Acting as the principal advisor to SACT on all subjects related to NATO Education, Training, Exercises and Evaluations (ETEE),
- Coordination of Partner and non-NATO E&IT,
- Development and maintenance of concepts and doctrines related to NATO E&IT,
- Integration of concepts and doctrine into E&T,
- Maintaining relationships with NATO and other Education and Training Facilities ((N)ETFs), Centres of Excellence (COEs) and Partner Training and Education Centres (PTECs),
- Monitoring technological trends in NATO E&T with regard to transformational relevance, and Initiating transformational activities based on E&T analysis.

2. Type of Contract and Period of Performance

Type of Contract

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

Period of Performance

Period of Performance is captured beneath each identified Labour Category within the Statement of Work (SOW).

Base Period: 01 September 2023 – 31 December 2023,

Option Period One: 1 January 2024 – 31 December 2024,

Option Period Two: 1 January 2025 – 31 December 2025,

Option Period Three: 1 January 2026 – 31 December 2026,

Option Period Four: 1 January 2027 – 31 December 2027

Each Labour Category will have specific Periods of Performance identified, which can differ from the above dates.

Option periods shall be exercised at the sole discretion of the HQ SACT Contracting Officer, based on satisfactory work performance, availability of funding, and ongoing evolving requirements.

3. Level of Effort

One man year per annum with 1800 hours of service to be rendered by each LABOR category of the contract personnel.

4. Surge Capability

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

5. Place of Performance

Place of Performance is captured beneath each identified Labour Category within the Statement of Work (SOW).

6. Partial Bidding

Partial bidding is allowed per individual Labour Category. Bidders shall only submit the number of candidates requested within each Labour Category (i.e. if three candidates are identified in one Labour Category, then the company shall submit no more than three candidates for that Labour Category, etc.)

7. Proof of Past Performance

The Contractor is to provide a minimum of one (1) past performance citations (for work within the past seven years, unless specified differently within each Labour Category) to show that it has successfully completed work that is similar to the requirements outlined in this SOW. References may be submitted in lieu of past performance citations. The citations/references shall include the following information at a minimum:

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

8. Contractor Technical Evaluation / Contractor Supervision

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

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

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

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

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

10. Furnished Materials

For on-site work, HQ SACT shall provide all necessary working space; office furniture; telephones; computers, software, peripherals, and support equipment; office supplies; classified/unclassified storage space; and access to unclassified and classified NATO wide area networks (WAN) (granted on an as needed basis to individuals with appropriate security clearances) and the Internet for work to be performed at all NATO sites. Contractor personnel are not authorized to make any permanent/semi-permanent physical modifications to the HQ SACT facilities. Contractors shall have full access the Microsoft Office Suite, as well as Microsoft Project. HQ SACT shall not furnish computers and support equipment to contractors proposing to work remotely; reference individual labour categories for equipment requirements.

11. Security

Personnel Clearances

Contractor personnel shall be responsible for obtaining all needed security clearances prior to starting work at HQ SACT. No clearance or waiver to this requirement shall be granted, and no Contractor shall be assigned without having the

needed clearance in place. If the Contractor Company cannot assign personnel with the required SECRET security clearance on the start date, the company shall be liable for bid non-compliance or immediate contract termination. The Contractor Company must provide advance written proof of the ability to assign fully cleared personnel prior to contract award/start. The Contractor Company is fully responsible for arranging all work visas.

Security Conditions

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

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

Electronic Devices

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

12. LABOR CATEGORIES:

Bidders shall only submit the number of candidates requested within each Labour Category (i.e. if three candidates are identified in one Labour Category, then the company shall submit no more than three candidates for that Labour Category.)

LC 1-17 referenced in IFIB-ACT-SACT-23-01 PARTS A-C

LABOR CATEGORY 18: SENIOR LIFE CYCLE REQUIREMENTS CAPABILITY SUPPORT

Location: Norfolk, VA, USA (On-site)

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 September 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

Background Information:

As part of an adapted organisational structure, ACT is in the process of implementing an improved capability requirements capture process, including the support for traceability, quality assurance, analysis and interoperability standards, to ensure a clear separation between the requirements owner and the solution provider. This process will provide through life traceability and ensure the quality of the requirements using an efficient change management process. ACT will be responsible for tasks such as capability requirements

definition, requirements management, systems engineering, architecture development, holistic through life cycle management, capability acceptance, Capability Programme management.

The outputs of the adapted structure are formed from requirements, portfolio, programme and project management principles and practices that enable the direction of capability programmes and a range of projects in a transparent through lifecycle capability approach.

They include comprehensive traceable capability requirements that have been assessed and analysed for alternative solutions and quality assured to provide interoperability, and the delivery of multi-domain and multi-functional C4ISR focused programmes

Tasking:

1. Capture, develop, analyse and evaluate capability requirements.
2. Support the elicitation, capture, development, analysis and evaluation of higher and lower level requirements (such as capability targets, operational requirements, system specifications, interoperability requirements, etc.).
3. Support or perform modelling, architecture and design activities to ensure completeness, consistency and clarity of requirements related work.
4. Support Programme and Project planning activities to ensure that the dependencies between requirements and the other elements of the plans are understood and taken into consideration.
5. Coordinate and contribute to the activities of Requirements Management Teams in support of the tasks above.
6. Maintain the requirements in their repositories ensuring version and configuration control.
7. Support to the creation and maintenance of traceability for capability requirements.
8. Provide technical guidance and mentoring to other requirements managers.

9. Support the development, analysis and review of concepts of operation, courses of action and alternatives.
10. Develop, coordinate and monitor the execution of plans in support of all aspects of requirements management.
11. Contribute and participate in the development of policies, directives and process refinement related to requirements.
12. Coordinate DOTMLPFI development and implementation synchronization; support the development of recommended courses of action to resolve issues relating capability development.
13. Organise and participate to workshops, seminars, conferences and meetings in support of the activities above.
14. Collaborate with National and international military and civilian organizations, including Centres of Excellence and academia, in support of the activities above.
15. Identify Lessons and contribute to their Learning within the organization.
16. Support to other requirements management activities across the capability lifecycle.
17. Support to change and configuration management of requirements across the lifecycle.
18. Support the coordination of requirements related products with Management and Governance.
19. Support the Branch Head CR and travel to meetings and conferences both within and outside NATO's boundaries for up to 30 days per year.
20. Perform additional tasks as required by the COTR related to the labor category.

Essential Qualifications:

1. 5 years in the last 10 years in the field of requirements engineering to include elicitation, capture, development, analysis and evaluation of requirements at the capability level. Specific experience in elicitation, capture, development, analysis and evaluation of capability requirements.
 2. One or more Requirements Management related certifications such as the ones required to support the US JCIDS Process or the equivalent from other Nations, or the ones recognised by leading organizations in the field such as the IIBA or the IREB.
 3. A University Degree in engineering, management, information systems, accounting, economics, finance, business administration, public administration, operations research, project management or related disciplines.
 4. Demonstrable recent (i.e. in the last 10 years) experience in procurement programs in the defence sector. In particular, experience in participation to Programme/Project boards, development of decision support briefings, studies of best procurement alternatives, and risk management.
 5. Demonstrable recent (i.e. in the last 10 years) experience in managing requirements in accordance with formal configuration and change management processes. In particular, participation in change configuration boards, development of engineering change impact analysis, and version control of requirement baselines.
 6. Enterprise Architecture related certifications such as TOGAF.
 7. Demonstrable recent (i.e. in the last 10 years) experience in development or exploitation of Enterprise or Capability level Architectures in support of defence procurement.
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ANNEX B

Requirements Matrix

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).**

Best Value Criteria for LABOR CATEGORY 18: Senior Life Cycle Requirements Capability Support

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

Note: Each candidate within this category must have their own compliance matrix.

Item	Compliant	Non-Compliant
Minimum of one past performance 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		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 60 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Range	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
PLEASE ENSURE TOTAL PTS EQUAL 100	<p>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.</p> <p>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</p> <p>ANY SCORE OF ZERO IS NONCOMPLIANT</p>		

1. University Degree, preferably in engineering, operations research or information systems, or, as an alternative, management, accounting, economics, finance, business administration, public administration, project management or related disciplines.	0 Points for no university degree and less than three years experience in requirements engineering 1 Point University Degree or Higher		
2. Demonstrable recent (i.e. in the last 10 years) experience in procurement programs in the defence sector. In particular, experience in participation to Programme/Project boards, development of decision support briefings, studies of best procurement alternatives and risk management.	0 Points No Experience 1 Points Has experience		
3. Demonstrable recent (i.e. in the last 10 years) experience in managing requirements in accordance with formal configuration and change management processes. In particular, participation in change configuration boards, development of engineering change impact analysis, and version control of requirement baselines.	0 Points No Experience 3 Points Experience		
4. Multiple Requirements Management related certifications such as the ones required to support the US JCIDS Process or the equivalent from other Nations, or the ones recognised by leading organizations in the field such as the IIBA or the IREB.	0 Points No Certification 1 Point for one or more certifications		

<p>5. Enterprise Architecture related certifications such as TOGAF coupled with demonstrable recent (i.e. in the last 10 years) experience in development or exploitation of Enterprise or Capability level Architectures in support of defence procurement.</p>	<p>0 Points No Certification</p> <p>2 Point for one or more certifications</p>		
<p>6. Demonstrable recent (i.e. in the last 10 years) experience in development or exploitation of Enterprise or Capability level Architectures in support of defence procurement.</p>	<p>0 Points No Experience</p> <p>2 Point Experience</p>		
<p>7. Experience in the last 10 years in the field of requirements engineering at the capability level. Specifically, the experience must cover all the following aspects: elicitation, capture, development, analysis and evaluation of capability requirements.</p>	<p>0 Points Less than 3 years</p> <p>30-50 Points 3-6 years experience in requirements engineering</p> <p>60-80 Points 6-9 years experience in requirements engineering</p> <p>90 Points 9+ years experience in requirements engineering</p>		

LABOR CATEGORY 19: SENIOR CONTRACTOR SUPPORT TO ARCHITECTURE DEVELOPMENT

Location: Norfolk, VA, USA (On-site)

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 September 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

Background Information:

As part of an adapted organisational structure, ACT is in the process of implementing an improved capability requirements capture process, including the support for traceability, quality assurance, analysis and interoperability standards, to ensure a clear separation between the requirements owner and the solution provider. This process will provide through life traceability and ensure the quality of the requirements using an efficient change management process. ACT will be responsible for tasks such as capability requirements definition, requirements management, systems engineering, architecture development, holistic through life cycle management, capability acceptance, Capability Programme management.

The outputs of the adapted structure are formed from requirements, portfolio, programme and project management principles and practices that enable the direction of capability programmes and a range of projects in a transparent through lifecycle capability approach.

They include comprehensive traceable capability requirements that have been assessed and analysed for alternative solutions and quality assured to provide interoperability, and the delivery of multi-domain and multi-functional C4ISR focused programmes.

Tasking:

1. Perform modelling, architecture and design activities to ensure completeness, consistency and clarity of requirements related work.
2. Produce relevant NATO Architecture Framework (NAF) perspectives in support to capability design and requirement definition.
3. Support the elicitation, capture, development, analysis, evaluation and traceability of capability requirements.
4. Support the elicitation, capture, development, analysis, evaluation and traceability of higher and lower level requirements (such as capability targets, operational requirements, system specifications, interoperability requirements, etc.).
5. Support Programme and Project planning activities to ensure that the dependencies between architecture and the other elements of the plans are understood and taken into consideration.
6. Coordinate and contribute to the activities of Requirements Development Core Teams in support of the tasks above.
7. Maintain the architectural artefacts in their repositories ensuring version and configuration control.
8. Provide technical guidance and mentoring in the area of architecture to requirements managers.
9. Support the development, analysis and review of concepts of operation, courses of action and alternatives.
10. Coordinate DOTMLPFI development and implementation synchronization; support the development of recommended courses of action to resolve issues relating capability development.
11. Organise and participate to workshops, seminars, conferences and meetings in support of the activities above.
12. Collaborate with National and international military and civilian organizations, including Centres of Excellence and academia, in support of the activities above.
13. Identify Lessons and contribute to their Learning within the organization.

14. Support to other requirements management activities across the capability lifecycle.
15. Support to change and configuration management of requirements across the lifecycle.
16. Support the coordination of architecture related products with Management and Governance.
17. Support the Branch Head CR and travel to meetings and conferences both within and outside NATO's boundaries for up to 30 days per year.
18. Perform additional tasks as required by the COTR related to the labor category.

Essential Qualifications:

1. 5 years in the last 10 in the field of architecture development to include development of business, application, information, and technology architectures in accordance with TOGAF methodology (Alliance C3 policy on enterprise Architecture C-M(2015)0041-REV1, dated 25 April 2016).
2. One or more Enterprise Architecture related certifications such as the ones required to support the US JCIDS Process or the equivalent from other Nations, or the ones recognised by leading organizations in the field such as the TOGAF 9 (The Open Group).
3. A University Degree in engineering, information systems, operations research, project management or disciplines related to enterprise architecture (bidding contractor company must demonstrate how the degree relates to architecture design).
4. Demonstrable recent (i.e. in the last 10 years) experience in procurement programs in the defence sector. In particular, experience in participation to Programme/Project boards, development of decision support briefings, studies of best procurement alternatives, and risk management.

5. Demonstrable recent (i.e. in the last 10 years) experience in developing architecture in accordance with formal configuration and change management processes. In particular, participation in change configuration boards, development of engineering change impact analysis, and version control of baselines.
6. Demonstrable recent (i.e. in the last 10 years) experience in development or exploitation of Enterprise or Capability level Architectures in support of defence procurement.

ANNEX B

Requirements Matrix

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).**

Best Value Criteria for LABOR CATEGORY 19: SENIOR CONTRACTOR SUPPORT TO ARCHITECTURE DEVELOPMENT

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

Note: Each candidate within this category must have their own compliance matrix.

Item	Compliant	Non-Compliant
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Minimum of one past performance 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		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 60 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Range	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
PLEASE ENSURE TOTAL PTS EQUAL 100	<p>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.</p> <p>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</p> <p>ANY SCORE OF ZERO IS NONCOMPLIANT</p>		

1. A University Degree in engineering, information systems, operations research, project management or disciplines related to enterprise architecture (bidding contractor company must demonstrate how the degree relates to architecture design).	0 Points for no university degree and less than three years experience in requirements engineering 1 Point University Degree or Higher		
2. Demonstrable recent (i.e. in the last 10 years) experience in procurement programs in the defence sector. In particular, experience in participation to Programme/Project boards, development of decision support briefings, studies of best procurement alternatives, and risk management.	0 Points No Experience 2 Points Has experience		
3. Demonstrable recent (i.e. in the last 10 years) experience in developing architecture in accordance with formal configuration and change management processes. In particular, participation in change configuration boards, development of engineering change impact analysis, and version control of baselines.	0 Points No Experience 2 Points Experience		
4. One or more Enterprise Architecture related certifications such as the ones required to support the US JCIDS Process or the equivalent from other Nations, or the ones recognised by leading organizations in the field such as the TOGAF 9 (The Open Group).	0 Points No Certificate 3 Points Has Certificate		

5. Demonstrable recent (i.e. in the last 10 years) experience in development or exploitation of Enterprise or Capability level Architectures in support of defence procurement.	0 Points No Experience 2 Points Experience		
5 years in the last 10 in the field of architecture development to include development of business, application, information, and technology architectures in accordance with TOGAF methodology (Alliance C3 policy on enterprise Architecture C M(2015)0041-REV1, dated 25 April 2016)	0 Points Less than 3 years experience in Enterprise Architecture development in accordance with TOGAF methodology 30-50 Points 3-6 years experience in Enterprise Architecture development in accordance with TOGAF methodology 60-80 Points 6-9 years experience in Enterprise Architecture development in accordance with TOGAF methodology 90 Points 9+ years experience in Enterprise Architecture development in accordance with TOGAF methodology		

LC 20-36 referenced in IFIB-ACT-SACT-23-01 PARTS A-C

LABOR CATEGORY 37: CONTRACTOR SUPPORT TO NATO NUCLEAR COMMAND & CONTROL (NC2) CAPABILITY PROGRAMME DEVELOPMENT, IMPLEMENTATION AND MANAGEMENT

Location: Mons, Belgium (On-site)

Number of Candidates: One Candidate

Period of Performance: Base Period: 01 September 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

Background Information:

Nuclear Consultation, Command & Control (NC3) capability development is aimed at addressing current and future NC3 needs. ACT, in coordination with SHAPE, will lead the NC3 Modernization via the NATO Common Funded Capability Delivery Governance Model (CFCDGM). The next major steps in the process is the development of the Operational Requirements Statement (ORS) and Capability Program Plan (CPP). The NC3 capability development programme also includes managing the ongoing legacy NC2 modernisation projects. The legacy NC2 modernisation projects will provide robust, secure, agile and survivable C2 systems, services and C2-related static and deployable infrastructure for the NATO Command Structure, at strategic, operational and tactical level. The required contractual assistance will support the ongoing legacy NC2 modernisation projects.

The current NC2 Programme constitutes the first increment for modernization and innovation of NC2 capabilities, providing enhanced Information Services for planning, targeting and reporting, addressing selected DOTMLPFI aspects of high priority to advance effectiveness, responsiveness, survivability and sustainability of NATO's NC2 capabilities and to strengthen coherence between nuclear and non-nuclear exercises and operations in support of NATO's core missions. The programme will be reviewed and adapted in a dynamic fashion to address emerging operational requirements, articulated by the Capability Requirements Authority.

ACT will be responsible for tasks such as programme development across the DOTMLPFI spectrum in accordance with the defined requirements, programme and project management throughout the full capability life cycle in accordance with the NATO capability delivery processes and will support the elicitation of NC3 requirements to address emerging challenges in the dynamic operational environment for the NATO nuclear deterrence mission.

The scope of work for the development, implementation and management of the NC2 capability programme will include requirement elicitation in collaboration with stakeholders, the full spectrum of programme and project management as stipulated in the NATO governance model for delivery of common funded capabilities, support to architecture development, a holistic lifecycle management, capability acceptance and the management of ongoing capability development efforts, for instance NC2 related Capability Packages.

The outputs include the delivery of programme management products in accordance with the NATO governance model for the delivery of common funded capabilities, programme management plans, products to address information requirements at the senior and governance levels, plans to enhance NATO NC2 capabilities in an incremental approach, based on the results of elicited requirements and coordination with the broad array of NC2 stakeholders in the NATO Command Structure and at NATO HQ.

Tasking:

1. Provision of capacity and expertise in support of the development of Nuclear Command & Control (NC2) capability programme management products in accordance with the NATO governance model for the delivery of common funded capabilities across Doctrine, Organization, Training, Material, Leadership, Personnel, Facilities and Interoperability lines of development in a through life cycle approach, based on the guidance of the ACT NC3 Capability Programme Director (PD) and Programme Coordinators (PC);
2. Support the ACT NC3 Capability Programme Director (PD) and Programme Coordinators in their programme management efforts, including the interaction with NC2 stakeholders at all levels, from strategic to tactical;
3. Support the interaction with NATO Agencies in context of the NC2 projects' implementation and validation of capabilities;
- 4.
5. Provision of methodological and analytical expertise to the NC2 Projects Team in support of the development and adaptation of the NC2 architecture, including communication infrastructure, networks, services and applications;
6. Provision of analytical expertise and advice to support the assessment of potential solution spaces to address operational requirements;
7. Support NC2 project Information Management in accordance with NC3 PD and PC guidance;
8. Performs additional tasks, as required by the COTR, related to the labour category

Essential Qualifications:

1. A University/ Bachelor's degree;
2. Three years of Programme/Project Management experience in the past ten years within a complex and dynamic environment, with a focus on military capability development;
3. Five years in the last fifteen in the field of capability development processes related to national/NATO military command and control at the development and/or acquisition phases;
4. Experience with the NATO/Allied Command Transformation procedural environment for capability development;
5. Background in the field of NATO nuclear deterrence policies and/or command & control of NATO nuclear operations.

ANNEX B
Requirements Matrix

Contractor's technical proposal will be assessed on the qualifications of the individual proposed to perform the work. Individual résumés will be measured against each of the criteria specified below in order to ascertain whether the individual 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).

**Best Value Criteria for LC 37: CONTRACTOR SUPPORT TO NATO NUCLEAR COMMAND & CONTROL (NC2) CAPABILITY
PROGRAMME DEVELOPMENT, IMPLEMENTATION AND MANAGEMENT**

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

Item	Compliant	Non-Compliant
Minimum of one past performance 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		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP))		

3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 60 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

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. ANY SCORE OF ZERO IS NONCOMPLIANT	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
PLEASE ENSURE TOTAL PTS EQUAL 100			
1. University/ Bachelor's degree.	Yes - 10 Points No - 0 Points		
2. 3 years of Programme/Project Management experience in the past 10 years within a complex and dynamic	Less than 1 year - 5 Points 1-3 years - 15 Points 3+ years - 25 points		

environment, with a focus on military capability development.			
3. 5 years in the last 15 in the field of capability development processes related to national/NATO military command and control at the development and/or acquisition phases.	Less than 1 year - 5 Points 1-5 years – 15 Points 5+ years - 25 points		
4. Experience with the NATO/Allied Command Transformation procedural environment for capability development.	Yes - 20 Points No - 1 Points		
5. Background in the field of NATO nuclear deterrence policies and/or command & control of NATO nuclear operations.	Yes - 20 Points No - 1 Points		

LC 38-45 referenced in IFIB-ACT-SACT-23-01 PARTS A-C

LABOR CATEGORY 46: CYBERSPACE CONCEPT VALIDATION & EXPERIMENTATION OFFICER

Location: Norfolk, VA, USA (On-site)

Number of Candidates: One Candidate

Period of Performance: Base Period: 01 September 2023 – 31 December 2023, Option Period One: January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

Background Information:

The exploitation of cyberspace as a domain of operations presents an increasingly growing challenge for the Alliance. Gaining the ability to plan, assess and conduct military operations in cyberspace requires therefore the development of new concepts and capabilities, notably in the area of cyberspace resilience, mission assurance, situational awareness, Intelligence, Surveillance and Reconnaissance (ISR) or C3 (Consultation, Command & Control), to name a few.

Cyberspace concepts need to be validated and tested to inform warfare and capability development through different methods/mechanisms such as comparative analysis, demonstration, wargaming and experimentation. Setting up and conducting those validation activities demand multidisciplinary teams made from several NATO entities, industry and academia. They involve the technical, operational and in some cases the legal and policy communities of interest. They require robust validation methodologies ranging from hypothesis development, planning and coordination (technical set up, stakeholders, venues, etc.), assessment and reporting, to name a few.

This Statement of Work (SoW) is for a cyberspace concept validation & experimentation officer to support ACT's Cyberspace Branch for the validation of concepts for cyberspace operations as well as related strategies and capabilities. **Expertise in network security, cyber security, hardware and software integration, computer systems and engineering, as well as hands-on experience in the implementation of the technical infrastructure (Virtual Machines, VPNs, servers configuration and administration, etc.) required to execute the selected validation methods/mechanisms, such as experimentation, is mandatory.**

Taskings:

1. Support the Technical Director and the experimentation community in the review and selection of cyberspace concepts that require validation/experimentation, with a maximum of, approximately, three or four experiments per year.
2. For each of those experiments:
 - a. Select the appropriate methods/mechanisms for concept validation, including, but not limited, to analysis, demonstration, verification or operational/technical validation, to be conducted using a variety of means such as prototypes experimentation, table-top exercises, wargames, among other options.
 - b. For each experiment, develop the experiment plan, which shall be described in terms of background, objectives, hypothesis, metrics, success criteria, constraints and other applicable considerations. The individual experiment plan will usually have to be coordinated with the hosting exercise/venue experimentation plan.
 - c. Assemble, coordinate and inform the experiment Community of Interest (which includes NATO organizations, nations, Cyber Range, industry, and academia).
 - d. Ensure availability of technical knowledge/support, and required infrastructure (cyber range, hardware/software, configurations, supplies, etc. for the successful execution of the campaign.
 - e. Be responsible or support, as needed, the development of stand alone or cyber range-hosted infrastructure (HW/SW), centralized or distributed, as well as facilitate or support its configuration, verification and testing. This requires in-depth expertise in working with real servers and virtual machines, VPNs, network configuration and administration, firewalls, intrusion detection systems, SIEMs, etc.
 - f. Prepare relevant briefings and other communication materials (flyers, posters, etc.), and deliver presentations

- g. Coordinate and support the experiment execution, including coordination with the hosting/venue exercises plans and battle-rhythms.
 - h. Draft the final experiment report, based on achievement of pre-developed metrics and success criteria, with findings, analysis and recommendations.
- 3. Support the Branch Head/Technical Director/Section Heads for other warfare development activities related to experimentation/concept validation (feasibility studies, concept to capability translation, capability analysis and systems engineering, etc.).
- 4. Integrate and synergically work along the cyberspace branch concept development Community of Interest (CoI), contributing to the development of methodologies and processes and supporting the development of synergies among all concept development activities.
- 5. Attend, as required, meetings and conferences typically within NATO's boundaries for up to 30 days per year, as required.
- 6. Performs additional tasks, related to the contract, as required by the COTR.

Essential Qualifications:

- 1. Master's degree or similar national academic qualification in systems engineer, computer science, network security or cyber-security. Can be substituted with Bachelor Degree and 5 years of experience in relevant field.
- 2. Post-grade education in CIS security and cyber defence disciplines, as Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM).
- 3. Minimum of 10 years post-grade (post- CISSP, GIAC Security Expert, CISM) experience in computer networks design and administration, and network security implementation and enforcement. Experience shall be at the level of network design, network implementation and network administration, and focus on cyber security aspects of network engineering. Technical direction of teams executing those activities shall be valued, but individual experience in actual network design, operation, administration and securing is still essential. Since this position does not imply any staff management responsibilities, Section Head, Branch Head, Team Lead and other staff management positions shall not be considered as valid experience, unless the candidate is able to demonstrate that technical work represented a substantial part of the daily effort.

4. Minimum of 5 years post-certification (post- CISSP, GIAC Security Expert, CISM) experience as lead/key contributor in the validation/experimentation of operational, technical or organizational concepts, preferably in a military context and on cyberspace-related topics, using robust methodologies such as the NATO Concept Development & Experimentation Handbook¹ or the Code of Best Practices for Experimentation², or similar. This shall include the implementation of a number of different methods/mechanisms to validate/experiment those concepts (e.g. comparative analysis, demonstration, wargaming and experimentation).
5. Minimum of 4 years post-degree experience in the process of planning, facilitation and executing workshops for various stakeholders including governmental agencies, academia and industry.
6. Experience working for NATO or similar military structure (i.e. International Organization or national MoD), including in relation to its concept and capability development processes and procedures.
7. NATO Secret Security Clearance or National equivalent, at the time of bidding.
8. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.

Annex B

Requirements Matrix

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

¹ https://www.act.nato.int/application/files/1316/2857/5217/NATO-ACT-CDE-Handbook_A_Concept_Developers_Toolbox.pdf

² http://www.dodccrp.org/files/Alberts_Experimentation.pdf

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).

Best Value Criteria for LABOR CATEGORY 46: CYBERSPACE CONCEPT VALIDATION & EXPERIMENTATION OFFICER

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

Item	Compliant	Non-Compliant
Minimum of one past performance 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		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 60 Points in the Subject Matter Expert Criteria		

Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		
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Item	Range	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
PLEASE ENSURE TOTAL PTS EQUAL 100	<p>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.</p> <p>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</p> <p>ANY SCORE OF ZERO IS NONCOMPLIANT</p>		
1. Master's degree or similar national academic qualification in systems engineer, computer science, network security or cyber-security. Can be substituted with Bachelor Degree and 5 years of experience in relevant field.	<ul style="list-style-type: none"> • No degree: 0 points • Bachelor degree only: 5 points • Bachelor degree and 5 years of experience in relevant field of study: 10 points • Master's degree: 15 points 		

<p>2. Post-degree education in CIS security and cyber defence disciplines, as Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM).</p>	<ul style="list-style-type: none"> • No cyber certificate: 5 points • Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM): 10 points 		
<ul style="list-style-type: none"> • Minimum of 10 years post-certification (post- CISSP, GIAC Security Expert, CISM) experience in computer networks design and administration, and network security implementation and enforcement. Experience shall be at the level of network design, network implementation and network administration, and focus on cyber security aspects of network engineering. Technical direction of teams executing those activities shall be valued, but individual experience in actual network design, operation, administration and securing is still essential. Since this position does not imply any staff management responsibilities, Section 	<ul style="list-style-type: none"> • Less than 10 years' experience: 0 points • Experience 10+ years: 25 points 		

<p>Head, Branch Head, Team Lead and other staff management positions shall not be considered as valid experience, unless the candidate is able to demonstrate that technical work represented a substantial part of the daily effort. (A score of zero in this criteria does not make the candidate Non-Compliant).</p> <p>3.</p>			
<p>4. Minimum of 5 years post-certification (post- CISSP, GIAC Security Expert, CISM) experience as lead/key contributor in the validation/experimentation of operational, technical or organizational concepts, preferably in a military context and on cyberspace-related topics, using robust methodologies such as the NATO Concept Development & Experimentation Handbook or the Code of Best Practices for Experimentation, or similar. This shall include the</p>	<ul style="list-style-type: none"> • Less than 5 years' experience: 0 points • Experience (only experience) 5+ years : 10 points • Experience 5+ years and in a military context : 15 points • Experience 5+ years in a military context and on cyberspace-related topics : 25 points 		

implementation of a number of different methods/mechanisms to validate/experiment those concepts (e.g. comparative analysis, demonstration, wargaming and experimentation).			
5. Minimum of 4 years post-degree experience in the process of planning, facilitation and executing workshops for various stakeholders including governmental agencies, academia and industry.	<ul style="list-style-type: none"> • < 4 year: 5 • > 4 years: 10 		
6. Experience working for NATO or similar military structure (i.e. International Organization or national MoD), including in relation to its concept and capability development processes and procedures.	<ul style="list-style-type: none"> • No experience: 0 • Experience in multi-national organization: 5 • NATO or similar military structure experience: 10 • NATO or similar military structure experience in concept and capability development area: 15 		

LABOR CATEGORY 47: CYBERSPACE PRINCIPAL ARCHITECT

Location: Norfolk, VA, USA (On-site)

Number of Candidates: One Candidate

Period of Performance: This labour category will begin in Option Period One: January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

Background Information:

The exploitation of cyberspace as a domain of operations presents an increasingly growing challenge for the Alliance. Gaining the ability to plan, assess and conduct military operations in cyberspace requires therefore the development of new concepts and capabilities, notably in the area of cyberspace resilience, mission assurance, situational awareness, Intelligence, Surveillance and Reconnaissance (ISR) or C3 (Consultation, Command & Control), to name a few.

In support of the various activities undertaken by the ACT Cyberspace Branch, including capability development for critical Cyberspace and Cyber Security capabilities, architectural artefacts are required for supporting documentation seeking to procure and implement capabilities. These architectural artefacts require detailed architecture design, block diagrams, workflow diagrams and other Systems Engineering artefacts, with the guidance of the relevant Technical Director (TD) and/or Programme Director (PD).

This Statement of Work (SoW) is for a Cyberspace Principal and Systems Senior Architects to assist in providing the holistic view of the complex systems environment and work in tandem with other Subject Matter Experts (SMEs) on these architectural artefacts

Taskings:

1. Conduct a critical analysis and review of existing and under-development cyberspace architectural products in tandem with related technical context such as requirements, system descriptions, concepts, etc. in order to gain a big picture perspective of Cyberspace capabilities across multiple projects.

2. Gather knowledge and inputs from ACT TD/PD/SMEs and NCIA SMEs to understand NATO Cyberspace environment and analyse upcoming cyberspace requirements to develop new architectural diagrams or augment existing ones.
3. Develop block diagrams, work flow diagrams and other systems engineering artefacts in order to aid in understanding of capability and varying levels, from National experts to technical level SMEs.
4. Develop views, as identified, using the NATO Architecture Framework (NAF) (with the necessary design architectural drawings, diagrams, etc.), in accordance with the NAFv4 methodology.
5. Coordinate and align the military architectures with NATO HQ Office of CIO enterprise architectural products.
6. Participate in technical discussions, as needed, notably with ACT PD/SMEs, in order to review, refine and create additional context for reflection in architectural diagrams.
7. Engage with, and coordinate, relevant Communities of Interest (NATO organizations, nations, industry, and academia) for input to architectural development process.
8. Support the Branch Head/Technical Director/Programme Director with capability architecture validation and review; provide support with inputs to other branch architectural and capability development activities including, but not limited to, concept to capability translation, capability analysis and systems engineering, etc.
9. Attend, as required, meetings and conferences typically within NATO's boundaries for up to 30 days per year, as required.
10. Performs additional tasks, related to the contract, as required by the COTR.

Essential Qualifications:

1. Master's degree in systems engineering, computer science, network security, cyber-security or other related field. The education requirement can be substituted with a Bachelor Degree and 5 years of experience in relevant field.
2. Minimum of 8 years of experience as lead/key contributor in the development of capability or technical level architecture products for complex systems environments.

3. Certified in TOGAF (or NAF) with 1 year of proven experience of applying the Framework in projects. The certification requirement can be substituted with a 5 years of experience in Framework application.
4. Certified as one of the following: Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM).
5. Experience working for NATO or similar military structure (i.e. International Organization or national MoD).
6. NATO Secret Security Clearance or National equivalent.
7. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.

Annex B

Requirements Matrix

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).

Best Value Criteria for LABOR CATEGORY 47: Cyberspace Principal Architect

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

Item	Compliant	Non-Compliant
Minimum of one past performance 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		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 60 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

<p>Item</p> <p>PLEASE ENSURE TOTAL PTS EQUAL 100</p>	<p>Range</p> <p>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.</p> <p>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</p> <p>ANY SCORE OF ZERO IS NONCOMPLIANT</p>	<p>Page, Paragraph and Line Number referencing where candidates meet the criteria and how.</p>	<p>Score (100 pts possible)</p>
<p>1. Master's degree in systems engineering, computer science, network security, cyber-security or other related field. The education requirement can be partially fulfilled with a Bachelor Degree and 5 years of experience in relevant field.</p>	<ul style="list-style-type: none"> ▪ No degree: 0 ▪ Bachelor degree only: 5 ▪ Bachelor degree and 5 years of experience in relevant field of study: 10 ▪ Master's degree: 20 		
<p>2. Minimum of 8 years of experience as lead/key contributor in the development of capability or technical level architecture products for complex systems environments.</p>	<ul style="list-style-type: none"> ▪ No experience: 0 ▪ Experience < 4 years: 5 ▪ Experience between 4 and 8 years: 10 ▪ Experience > 8 years: 20 ▪ Experience > 8 years in military context: 25 		
<p>3. Certified in TOGAF (or NAF) with 1 year of proven experience of applying the Framework in projects. The certification requirement can be substituted with a 5 years of experience in Framework application.</p>	<ul style="list-style-type: none"> ▪ No experience or certification: 1 ▪ Certification only: 10 ▪ Experience < 5 years only: 10 ▪ Experience > 5 years: 20 ▪ Certification and > 1 year experience: 20 		

4. Certified as one of the following: Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM).	<ul style="list-style-type: none"> No cyber certificate: 5 One of the following certificates: Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM): 10 2 or more certificates: 20 		
5. Experience working for NATO or similar military structure (i.e. International Organization or national MoD).	<ul style="list-style-type: none"> No experience: 5 NATO or similar military structure experience: 10 NATO or similar military structure experience in architecture development area: 15 		

LC 48 – INTENTIONALLY LEFT BLANK

LCs 49-53 are referenced in IFIB-ACT-SACT-23-01 PART C

LABOR CATEGORY 54: SENIOR CONTRACTOR SUPPORT TO WIRELESS COMMUNICATION SYSTEM

Location: Norfolk, VA, USA (On-site)

Number of Candidates: One Candidate

Period of Performance: Base Period: 01 September 2023 – 31 December 2023, Option Period One: January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

Background Information:

1. As part of an adapted organisational structure, ACT is in the process of implementing an improved capability requirements capture process, including the traceability of requirements, to ensure a clear separation between the requirements owner and the solution provider. This process will provide through life traceability of the requirements using an efficient change management process. ACT will be responsible for tasks such as capability requirements definition, requirements management, systems engineering, architecture development, holistic through lifecycle management, capability acceptance, Capability Programme Plan (CPP) management (e.g. support of Air Command and Control System (ACCS), Air Ground Surveillance (AGS), Ballistic Missile Defence (BMD), Cyberspace and various Communications and Information Systems (CIS) capabilities).
2. The outputs of the adapted structure are formed from requirements, portfolio, programme and project management principles and practices that enable the direction of capability programmes and a range of projects in a transparent through lifecycle capability approach. They include comprehensive traceable capability requirements that have been assessed and analysed for alternative solutions and quality assured to provide interoperability, and the delivery of multi-domain and multi-functional C4ISR focused programmes.

Taskings:

1. The scope of work includes a direct support of existing Communication and Information Services (CIS) tasking, in providing project and program management skillsets for Capability Packages that will augment and assure the delivery of NATO CIS in the wireless communication domain. This scope shall include the following aspects of CIS wireless technology (SATCOM and other Beyond Line of Sight Systems) and associated programme/project management:
 - a. Coordinate and contribute to the activities of the Capability Development Communication Information System branch.
 - b. Elicit, capture and collect capability requirements across all aspects of DOTMLPFI for CIS, Capability Targets, and other high-level requirements.
 - c. Develop resource proposals in support of CIS capability requirements.

- d. Perform DOTMLPFI decomposition into capability CIS.
- e. Contribute and participate in the development of policies, directives and process refinement related to CIS.
- f. Coordinate DOTMLPFI development and implementation synchronization and develop recommended courses of action to resolve issues relating to CIS.
- g. Coordinate the analyses of alternatives (AoA) when considering implementation options.
- h. Contribute to the development of Communications and Information Services (CIS).
- i. Supports the elicitation of requirements as needed by the Requirements Division.
- j. Leads the development of capability programme, plans and ensures the delivery of programme outcomes by assessing throughout the life cycle the cost, scope, schedule, risk and performance.
- k. Ensures coordination and synchronization with all SMEs supporting warfare development at the management level, especially with the users and the host nations.
- l. Plans and leads acceptance with the support of JF Directorate relevant branches and in coordination with user and host nations.
- m. Provide programme and project expertise for ACT Programme of Work (POW) activities in CIS, Cyber, COI Enabling, Information Management and infrastructure and COI Services.
- n. In conjunction with the CIS Operating, Service Provisioning and Implementation Authorities, serve as a member of selected Integrated Coordination groups like the Capability Management Function and NATO HQ coordination groups (e.g. Integrated Project Steering Groups).
- o. Provides for Enterprise Architecture and capability architecture development.
- p. Support to the NATO Defence Planning Process (NDPP) Steps 2-5.
- q. Provide CIS service definition within the NATO structure; development of Mid-Term Plans (MTP); execution of NATO Defence Planning Processes (NDPP).

- r. Support Capability Development Plans.
- s. Implement visions and concepts developed and approved by the NATO Military Committee.
- t. Coordinate the integration of national solutions with those produced in NATO.
- u. Engage with NATO, the Nations, Partners, Industry, Academia, IOs and NGOs through the Framework for Cooperative Interaction (FFCI) mechanism.
- v. Sponsor R&D, Experimentation and POW to facilitate CIS capability architecture development.
- w. Support technical requirements identification and validation, and solution concept development.
- x. Coordination of C3 policies and directives for implementation in ACT and Division.
- y. Directly supports the Branch Head CIS and will be required to travel to meetings and conferences both within and outside NATO's boundaries for up to 30 days per year.
- z. Performs additional tasks as required by the COTR related to the LABOR category.

Essential Qualifications:

1. The following are essential qualifications that the applicants need to hold.
 - a. A University Degree or Higher Secondary Education in Science or Engineering (Electronic/System/Engineering Telecommunication) or related technical discipline.
 - b. At least seven years of post-education related experience within the last 15 years (participation and/or advice) in projects on design and/or implementation of Communications and Information Services.
 - c. Professional certification or professional accreditation in Engineering (e.g. The Certified Systems Engineering Professional (CSEP)/INCOSE or similar/equivalent).
 - d. At least five years of experience within the last 10 years in leading specialist CIS staff and working groups (at least 3 people).

- e. Professional certification or professional accreditation in Program Management (e.g. PRINCE2/PMI-PMP or equivalent).
- f. At least three years of Project management experience within the last ten years.
- g. At least three years of experience, within the last 10 years, working in an Industry/International or Governmental organization or military command; in the area of Air/Ground/Maritime/CIS or equivalent area.
- h. Demonstrable experience working with, radio frequency technologies and associated systems (Essential Requirement VLF/HF. VHF/UHF/SHF are desired).

Annex B

Requirements Matrix

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).

Best Value Criteria for LABOR CATEGORY 54: Senior Contractor Support to Wireless Communication System

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

Item	Compliant	Non-Compliant
Minimum of one past performance 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		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 60 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

<p>Item</p> <p>PLEASE ENSURE TOTAL PTS EQUAL 100</p>	<p>Range</p> <p>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.</p> <p>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</p> <p>ANY SCORE OF ZERO IS NONCOMPLIANT</p>	<p>Page, Paragraph and Line Number referencing where candidates meet the criteria and how.</p>	<p>Score (100 pts possible)</p>
<p>1. A University Degree or Higher Secondary Education in Science or Engineering (Electronic/System/Engineering Telecommunication) or related technical discipline.</p>	<p>Master's Degree (5 points)</p> <p>Bachelor's Degree (3 points)</p> <p>Higher Secondary Education (2 points)</p> <p>No specific qualification (1 point)</p>		
<p>2. At least seven years of post-education related experience within the last 15 years (participation and/or advice) in projects on design and/or implementation of Communications and Information Services.</p>	<p>11+ years (20 points)</p> <p>9+ years (15 points)</p> <p>7+ years (10 points)</p> <p>Less than 7 years (1 points)</p>		

3. Professional certification or professional accreditation in Engineering (e.g. The Certified Systems Engineering Professional (CSEP)/INCOSE or similar/equivalent).	Professional Certification (10 points) No Certification (1 points)		
4. At least five years of experience within the last 10 years in leading specialist CIS staff and working groups (at least 3 people).	5 or more years (5 points) Less than 5 years (1 points)		
5. Professional certification or professional accreditation in Program Management (e.g. PRINCE2/PMI-PMP or equivalent).	Professional Certification (Practitioner Level) Held (10 points) Professional Certification (Foundational Level) Held (5 points) No/Expired qualification held (1 point)		
6. At least three years of Project management experience within the last ten years.	5+ years (15 points) 3+ years (5 points) Less than 3 years (1 point)		
7. At least three years of experience, within the last 10 years, working in an Industry/International or Governmental organization or military command; in the area of Air/Ground/Maritime/CIS or equivalent area.	5+ years (10 points) 3+ years (5 points) Less than 3 years (1 point)		

8. Demonstrable experience working with, radio frequency technologies and associated systems (Essential Requirement VLF/HF. VHF/UHF/SHF are desired).	Experience with the full frequency spectrum and associated systems (25 points) Experience with VLF/HF frequency spectrum and associated systems (15 points) No Experience (1 point)		
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LABOR CATEGORY 55: CONTRACTOR SUPPORT TO COUNTER-THREAT / FORCE PROTECTION / JOINT PERSONNEL RECOVERY PROJECTS / PROGRAMMES

Location: Norfolk, VA, USA (On-site)

Number of Candidates: One Candidate

Period of Performance: Base Period: 01 September 2023 – 31 December 2023, Option Period One: January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

Background Information:

1. The Warfare Development Agenda and Plan (WDA/WDP), developed to achieve the level of ambition of the NATO 2030 agenda, emphasize the importance of FP, C-Threat, C-IED and JPR. Those projects, being Cross-Domains in essence, fall under several Lines of Delivery (LOD) and Warfare Development Imperatives (WDI) outlined in the NATO Warfighting Capstone Concept (NWCC).
2. Additionally, the lessons identified from the ongoing war in Ukraine lead to a renewed focus on C-Threat functions (e.g. NC-IED Steering Group to reconvene in May 2023, and increasing emphasis on C-UAS operations). In addition, the spectrum covered within the FP/C-Threat programme is ever increasing due to the multi-domain nature of threats and means of potential adversaries (e.g. C-

IED, C-UAS, Counter-Multi-Domain Unmanned Systems, CBRN, etc.). This is also potentially true for JPR, in light of potential confrontation with a near-peer competitor. The integration of initiatives within this programme must also continue to be integrated into the evolution of NATO's strategy and implementation of multi-domain operations (MDO) and overall synchronization of joint effects.

3. The scope of work lies in the administration, analysis, support to planning, coordination, and documentation of all C-Threat/FP/JPR-related capability products. This includes, but is not limited to, support as the Subject Matter Expert (SME) to Bi-Strategic Command (Bi-SC) programme and project capability development and implementation, support to Education, Training, Exercise, and Evaluation (ETEE) activities, gap analysis, support to related functional working groups and planning teams, and other related duties.

Taskings:

1. Provision of support to the development of Counter-Threat / Force Protection / Joint Personnel Recovery (C-Threat/FP/JPR) related capability products in accordance with the NATO governance model for the delivery of common funded capabilities across Doctrine, Organization, Training, Material, Leadership, Personnel, Facilities and Interoperability (DOTMLPFI) lines of development in a through life cycle approach, based on the guidance of the ACT Joint Effects (JE) Capability Programme Director and the CT/FP/JPR Project Coordinator;
 2. Support the ACT JE Capability Programme Director for C-Threat/FP/JPR and the C-Threat/FP/JPR Project Coordinator in their programme management efforts, including the interaction with Joint C-Threat/FP/JPR stakeholders at all levels, from strategic to tactical;
 3. Provision of methodological and analytical expertise in support of the development and implementation of the holistic approach toward C-Threat/FP/JPR capability development, including requirements elicitation;
 4. Administration of C-Threat/FP/JPR Capability Programme status information in the electronic environment supporting ACT warfare development information sharing and coordination;
 5. Support the interaction with NATO Agencies in context of the C-Threat/FP/JPR capability development and validation of capabilities;
 6. Identify Lessons and Best Practices, and contribute to their learning within the organization;
 7. Organise and participate to workshops, seminars, conferences and meetings in support of the activities above;
 8. Support the ACT JE Capability Programme Director for C-Threat/FP/JPR and the C-Threat/FP/JPR Project Coordinator and travel to meetings and conferences both within and outside NATO's boundaries for up to 30 days per year;
- Performs additional tasks, as required by ACT JE Capability Programme Director and the COTR, related to the labour category.

Essential Qualifications:

1. Master's degree or similar national academic or Military College qualification in engineering, information systems, aeronautics, operations research, project management, business administration or related disciplines. Can be substituted with Bachelor Degree and 5 years of experience in relevant field.
2. Demonstrable experience, minimum of 2 years within the last 10 years, working in a multinational organization (e.g. European Defence Agency) or NATO Command Structure (NCS) / NATO Force Structure (NFS)/ NATO Agencies.
3. Demonstrable experience, minimum of 2 years within the last 10 years, familiarity with the roles of NATO entities in capability development.
4. Demonstrable experience, minimum of 5 years within the last 10 years, in the areas of C-Threat, FP, or JPR functions, at tactical, operational, or strategic levels.
5. Demonstrable experience, minimum of 5 years within the last 10 years, in the integration of military functions on a joint staff or strategic level.

Annex B

Requirements Matrix

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).

Best Value Criteria for LABOR CATEGORY 55: Contractor Support to Counter-Threat / Force Protection / Joint Personnel Recovery Projects / Programmes

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

Item	Compliant	Non-Compliant
Minimum of one past performance 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		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		

Minimum of 60 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Range	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
PLEASE ENSURE TOTAL PTS EQUAL 100	<p>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.</p> <p>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</p> <p>ANY SCORE OF ZERO IS NONCOMPLIANT</p>		
1. Master's degree or similar national academic or Military College qualification in engineering, information systems,	<p>Masters: 15 Points</p> <p>Bachelors & 5 Years' Experience: 10 Points</p> <p>Bachelor's Degree Only: 1 Point</p>		

<p>aeronautics, operations research, project management, business administration or related disciplines. Can be substituted with Bachelor Degree and 5 years of experience in relevant field. ;</p>	<p>No Degree: 0</p>		
<p>2. Demonstrable experience, minimum of 2 years within the last 10 years, working in a multinational organization (e.g. European Defence Agency) or NATO Command Structure (NCS) / NATO Force Structure (NFS)/ NATO Agencies</p>	<p>Experience > 5 years: 16-25 Points</p> <p>Experience between 2-5 years: 10-15 Points</p> <p>Experience < 2 year: 0 Points</p>		
<p>3. Demonstrable experience, minimum of 2 years within the last 10 years, familiarity with the roles of NATO</p>	<p>Experience > 5 years: 11-15 Points</p> <p>Experience between 2-5 years: 5-10 Points</p>		

entities in capability development	Experience < 2 year: 0 Points		
4. Demonstrable experience, minimum of 5 years within the last 10 years, in the areas of C-Threat, FP, or JPR functions, at tactical, operational, or strategic levels	Experience > 7 years: 16-25 Points Experience between 5-7 years: 10-15 Points Experience between 2-5 year: 1 Points Experience <2 years: 0 Points		
5. Demonstrable experience, minimum of 5 years within the last 10 years, in the integration of military functions on a joint staff or strategic level.	Experience > 7 years: 16-20 Points Experience between 5-7 years: 10-15 Points Experience between 2-5 year: 1 Points Experience <2 years: 0 Points		

LABOR CATEGORY 56: CONTRACTOR SUPPORT FOR JOINT EFFECTS PROJECTS / PROGRAMMES PLANNING, COORDINATING AND DOCUMENTATION.

Location: Norfolk, VA, USA (On-site)

Number of Candidates: One Candidate

Period of Performance: Base Period: 01 September 2023 – 31 December 2023, Option Period One: January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

Background Information:

1. The Warfare Development Agenda and Plan (WDA/WDP), developed to achieve the level of ambition of the NATO 2030 agenda, emphasize the importance of Joint & Multi-Domain Effects (JMDE), to include non-kinetic and kinetic fires integration, through the synchronisation of multi-domain effects, fires and targeting.
2. The JE Section and Programme is responsible, among other tasks, with leading the development of the non-kinetic and kinetic fires integration (synchronisation of multi-domain effects, fires, and targeting) Line of Delivery (LOD) under Warfare Development Imperative 3 (WDI) - Influence and Power Projection (IPP). Furthermore, the JE programme is central to analysis and implementation of the Chiefs of Defence (CHODs) priority of “Rethinking Fire and Manoeuvre Across the Physical and Non-physical Domains.”
3. These tasks increase the workload beyond ongoing tasks related to the Joint Effects portfolio across the DOTMLPFI spectrum; namely StratCom/IEA, EMO/EW, Joint Targeting, Joint Fires, CBRN, C-Threat/C-IED, FP, and JPR. Additional tasks and responsibilities will also derive from the upcoming development of the Joint Targeting and Fires and EMO disciplines, which will require additional efforts and capacity to develop related documents and outputs to enhance the education and training for those respective disciplines.

4. The scope of work lies in the administration, analysis, support to planning, coordination, documentation, and horizon scanning of JMDE and JE capability programmes and projects along all DOTMLPFI initiatives. This includes, but is not limited to, support to Bi-Strategic Command (Bi-SC) programme and project capability development and implementation, support to Education, Training, Exercise, and Evaluation (ETEE) activities, gap analysis, support to related functional working groups and planning teams, JMDE-related initiatives, and other related duties.

Taskings:

1. Provision of support to the development of Joint & Multi-Domain Effects (JMDE) capability products in accordance with the NATO governance model for the delivery of common funded capabilities across Doctrine, Organization, Training, Material, Leadership, Personnel, Facilities and Interoperability (DOTMLPFI) lines of development in a through life cycle approach, based on the guidance of the ACT Joint Effects (JE) Capability Programme Director;
2. Support the ACT JE Capability Programme Director and Project Coordinators in their programme management efforts, including the interaction with Joint & Multi-Domain Effects stakeholders at all levels, from strategic to tactical;
3. Provision of methodological and analytical expertise in support of the development and implementation of the holistic approach toward Joint & Multi-Domain Effects capability development, including requirements elicitation;
4. Administration of Joint & Multi-Domain Effects Capability Programme status information in the electronic environment supporting ACT warfare development information sharing and coordination;
5. Support the interaction with NATO Agencies in context of the Joint & Multi-Domain Effects capability development and validation of capabilities;
6. Identify Lessons and Best Practices, and contribute to their learning within the organization;
7. Organise and participate to workshops, seminars, conferences and meetings in support of the activities above;
8. Support the ACT JE Capability Programme Director and Project Coordinators and travel to meetings and conferences both within and outside NATO's boundaries for up to 30 days per year;
9. Performs additional tasks, as required by ACT JE Capability Programme Director and the COTR, related to the labour category.

Essential Qualifications:

1. Master's degree or similar national academic or Military College qualification in engineering, information systems, psychology, military studies, operations research, project management, business administration or related disciplines. Can be substituted with Bachelor Degree and 5 years of experience in relevant field.
2. Demonstrable experience, minimum of 2 years within the last 10 years working in a multinational organization (e.g. European Defence Agency) or NATO Command Structure (NCS) / NATO Force Structure (NFS)/ NATO Agencies.
3. Demonstrable experience, minimum of 2 years within the last 10 years, familiarity with the roles of NATO entities in capability development.
4. Demonstrable experience, minimum of 5 years within the last 10 years, in the integration of military functions on a joint staff or strategic level.
5. Demonstrable experience, minimum of 2 years within the last 10 years, in Programme/Project Management within a complex and dynamic environment, with a focus on military capability development.

Annex B

Requirements Matrix

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).

Best Value Criteria for LABOR CATEGORY 56: Contractor Support for Joint Effects Projects / Programmes Planning, Coordinating and Documentation

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

Item	Compliant	Non-Compliant
Minimum of one past performance 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		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		

Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 60 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Range	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
PLEASE ENSURE TOTAL PTS EQUAL 100	<p>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.</p> <p>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.</p> <p>ANY SCORE OF ZERO IS NONCOMPLIANT</p>		

1. Master's degree or similar national academic or Military College qualification in engineering, information systems, aeronautics, operations research, project management, business administration or related disciplines. Can be substituted with Bachelor Degree and 5 years of experience in relevant field. ;	Masters: 15 Points Bachelors & 5 Years' Experience: 10 Points Bachelor's Degree Only: 1 Point No Degree: 0		
2. Demonstrable experience, minimum of 2 years within the last 10 years working in a multinational organization (e.g. European Defence Agency) or NATO Command Structure (NCS) / NATO Force Structure (NFS)/ NATO Agencies	Experience > 5 years: 16-25 Points Experience between 2-5 years: 10-15 Points Experience < 2 year: 0 Points		
3. Demonstrable experience, minimum of 2 years within the last 10 years, familiarity with the roles of NATO entities in capability development.	Experience > 5 years: 11-15 Points Experience between 2-5 years: 5-10 Points Experience < 2 year: 0 Points		
4. Demonstrable experience, minimum of 5 years within the last 10 years, in the integration of military functions on a joint staff or strategic level.	Experience > 7 years: 16-25 Points Experience between 5-7 years: 10-15 Points Experience between 2-5 year: 1 Points Experience <2 years: 0 Points		

5. Demonstrable experience, minimum of 2 years within the last 10 years, in Programme/Project Management within a complex and dynamic environment, with a focus on military capability development	Experience > 7 years: 16-20 Points Experience between 5-7 years: 10-15 Points Experience between 2-5 year: 1 Points Experience <2 years: 0 Points		
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LABOR CATEGORY 57: SENIOR CONTRACTOR SUPPORT TO REQUIREMENTS MANAGEMENT/OPERATIONAL ACCEPTANCE ANALYSIS – OPERATIONAL C2/CIS (SHAPE J6)

Location: Mons, Belgium (SHAPE)

Number of Candidates: One Candidate

Period of Performance: Base Period: 01 September 2023 – 31 December 2023, Option Period One: January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

Background Information:

- The IT Modernization (ITM) Project was conceptualized and launched under the auspices of Capability Package 9C0CP150 as a multi-phase initiative to comprehensively modernize the IT Infrastructure available to NATO. This project has numerous dependencies and interdependencies to ACO related NATO C3 and non-C3 capabilities and therefore requires dedicated resource to support its implementation.

2. Numerous programmatic issues have been encountered since the initiative was launched, with representative examples including:
 - a. Facilities – A power distribution issue at a critical data-centre was not elevated to the attention of Business Change Authority (BCA) representatives prior to the project's Critical Design Review (CDR). As a consequence, the delivery of ITM Wave 1 to ACO was delayed with subsequent impacts.
 - b. Coordination – ACO BCAs are informed that Application & User Migration Milestones for ITM Wave 1 were delayed. However, insight regarding the impact on ACO business change and business continuity of those delays is lacking. Effective coordination at a planning and management level remains problematic.
 - c. Dependencies – Functional availability of ITM derived services to users is necessarily dependent upon a number of interrelated services and processes that are also being developed, to include;
 - i. Underlying communications infrastructure
 - ii. Site Acceptance and Security Accreditation for ITM
 - iii. Successful data & application migration
 - iv. Enterprise class PKI functionality & interoperability
3. The ability of NATO ACO J6 Cyberspace Division, Service Management Branch Peacetime Establishment (PE) staff to quickly identify ITM related business change issues or questionable programmatic assertions are necessarily constrained by the backgrounds and skills of available personnel. Therefore, the ACO Service Management Branch, Business Change Management Function (BCMF) requires access to surge support that provides Subject Matter Expertise in areas that include: ITM programme and project level, Application & User Migration, business processes across ACO.

Taskings:

1. Coordinate and contribute to the activities of the J6/SM/SDMO, CIS Requirements and Operational Acceptance Team.
2. Within the CIS domain and working within SDMO support ACO representation at appropriate levels of engagement at requirements management related meetings, discussions, committees and working groups within ACO.
3. Monitor CIS Requirements and Operational Acceptance Criteria (OAC) developed in all life cycle stages to ensure integrity and traceability and to ensure they remain valid, applicable, and continue to satisfy operational user needs.
4. Support maintenance of configuration control of CIS requirements and OACs traceability matrices throughout the capability life cycle.

5. Provide requirements development and management consulting services to European NATO entities to ensure that quality of the CIS requirements management processes are maintained through the life cycle.
6. Interact with ACO subject matter CIS experts to collect information needed to clarify operational needs underlying Operational Requirements Statements and OACs.
7. Support CIS concepts of operation development and courses of action to clarify Operational Requirements Statements and OAC.
8. Contribute and participate in the development of policies, directives and process refinement related to requirements.
9. Contribute and participate in the development of policies, directives and process refinement related to requirements and Operational Acceptance.
10. Interact with ACO counterparts to identify future operational needs, Operational Requirements Statements and OAC.
11. Employ analysis techniques to ensure that capability requirements are specific, measurable, acceptable, realistic and time-bound (SMART) and consider a range of cost- effective options during their development and formulation.
12. Support requirements management activities across the capability lifecycle.
13. Support Crisis Response Operations Urgent Requirements (CUR) processes including ensuring requirement development for through life cycle support
14. Performs additional tasks as required by the COTR related to the LABOR category. COTR is Service Delivery management Office Head (SHAPE J6).

Essential Qualifications:

1. A University/ Bachelor's degree.
2. 5 years in the last 10 in the field of requirements engineering to include requirements management and requirements elicitation.
3. Demonstrate a working knowledge of 3 years in the last 10 of requirements management tools (**Preferable management tool is JIRA; working knowledge of IBM DOORS acceptable**).
4. 5 years in the last 15 in the field of capability development processes related to national/NATO military command and control at the development and/or acquisition phases.
5. Demonstrate 5 years Programme and Project Management experience in the past 10 years within a complex and dynamic environment.
6. Demonstrate 3 years' experience and operational knowledge in the last 15 working in the J6/CIS area in an operational HQ.
7. Demonstrate 3 years in the last 10 experience in briefing senior leaders/decision makers.
8. Demonstrate 3 years in the last 10 a sound knowledge of Capability Development and Management processes in the C2 area.
9. Demonstrate 3 years' experience in the last 10 with working in a National or NATO strategic or operational command.
10. NATO Secret Security Clearance or National equivalent.
11. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking,

- Reading and Writing) or equivalent.
12. Working knowledge of Capability Architectures.
 13. Working knowledge of Configuration Management methods and practices.
 14. Experience with IBM Rational DOORS or equivalent.
 15. 3 years' experience in the last 10 with working in a National or NATO strategic or operational command.

Annex B

Requirements Matrix

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).

Best Value Criteria for LABOR CATEGORY 57: Senior Contractor Support to Requirements Management/Operational Acceptance Analysis – Operational C2/Cis (SHAPE J6)

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

Item	Compliant	Non-Compliant
Minimum of one past performance 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		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 60 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

<p>Item</p> <p>PLEASE ENSURE TOTAL PTS EQUAL 100</p>	<p>Range</p> <p>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.</p> <p>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</p> <p>ANY SCORE OF ZERO IS NONCOMPLIANT</p>	<p>Page, Paragraph and Line Number</p> <p>referencing where candidates meet the criteria and how.</p>	<p>Score (100 pts possible)</p>
<p>1. A University/ Bachelor's degree.</p>	<p>Yes – 5 Pts No – 0 Pts</p>		
<p>2. 5 years in the last 10 in the field of requirements engineering to include requirements management and requirements elicitation.</p>	<p>Over 5 years – 15 Pts Between 3 -5 years – 1 point Less than 3 years – 0 Pts</p>		
<p>3. Demonstrate a working knowledge of 3 years in the last 10 of requirements management tools (Preferable management tool is JIRA; working knowledge of IBM DOORS acceptable).</p>	<p>Over 3 years – 10 Pts Less than 3 years – 1 Pts No experience – 0 Pts</p>		

4.			
5. 5 years in the last 15 in the field of capability development processes related to national/NATO military command and control at the development and/or acquisition phases.	Over 5 years – 10 Pts Between 2 -5 years – 1 point Less than 2 year – 0 Pts		
6. Demonstrate 5 years Programme and Project Management experience in the past 10 years within a complex and dynamic environment.	Over 5 years – 15 Pts Between 2 -5 years – 1 point Less than 2 year – 0 Pts		
7. Demonstrate 3 years' experience and operational knowledge in the last 15 working in the J6/CIS area in an operational HQ.	Over 3 years – 5 Pts Less than 3 years – 1 Pts No experience – 0 Pts		
8. Demonstrate 3 years in the last 10 experience in briefing senior leaders/decision makers.	Over 3 years – 5 Pts Less than 3 years – 1 Pts No experience – 0 Pts		

9. Demonstrate 3 years in the last 10 a sound knowledge of Capability Development and Management processes in the C2 area.	Over 3 years – 10 Pts Less than 3 years – 1 Pts No experience – 0 Pts		
10. Demonstrate 3 years' experience in the last 10 with working in a National or NATO strategic or operational command.	Over 3 years – 5 Pts Less than 3 years – 1 Pts No experience – 0 Pts		
11. Working knowledge of Capability Architectures.	Yes – 5 Pts No – 0 Pts		
12. Working knowledge of Configuration Management methods and practices	Yes – 5 Pts No – 0 Pts		
13. Experience with IBM Rational DOORS or equivalent	Yes – 5 Pts No – 0 Pts		

14. 3 years' experience in the last 10 with working in a National or NATO strategic or operational command.	Over 3 years – 5 Pts Less than 3 years – 1 Pts No experience – 0 Pts		
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LABOR CATEGORY 58: CONTRACTOR SUPPORT FOR STAFF TRAINING COORDINATION

Location: Norfolk, VA, USA (On-site)

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 October 2023 – 31 December 2023, Option Period One: January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

Background Information:

1. DCOS Resources and Management (R&M) Directorate acts on behalf of SACT to coordinate all resource and internal management related issues, and to monitor the coherency of ACT plans to ensure that ACT will remain an effective and efficient organisation that is primarily driven through a cascade of guidance and directions. Human Resources Management Branch is responsible for maintaining ACT's Peacetime Establishments (PE) on behalf of SACT as PE Authority; providing administrative and personnel customer service to all NATO and Partner Nations; and performing human resource management, recruitment and internal training functions with respect to HQ SACT. The Staff Training Coordination Section is tasked to provide residential education and

training for staff personnel, in order to ensure that every member is fully trained and educated to work effectively in accordance with the post requirements stated in their Job Description (JD). Specifically, STCS has primary responsibility to

- a. Coordinate all aspects of the induction training “pipeline” for newly reported personnel.
- a. Identify and Coordinate Training opportunities for staff members, which will enhance the skills required to complete duties of their post. This includes managing enrolment and completion in multiple databases.
- b. Monitor the status of training requirements of staff members.
- c. Report the status of training completion rates.

Taskings:

- 1. Manage the annual seat bidding process for NATO School Oberammergau (NSO) and NCI Academy. Solicit and consolidate seat bids from all branches. The processes of NSO and NCI Academy are similar but are separate and run in parallel. These and other NATO Training Facilities are referred to as NETFs
- 2. Consolidated bids received from across the HQ and then submit the package to the NETFs IAW the procedures and deadlines of each of the NETFs.
- 3. Assist Section Head in the Allocation of the seats granted by NETFs to branches.
- 4. Manage the seat assignment to individuals utilizing appropriate Training Management system
- 5. Review Job Description tasks and training requirements to ensure training meets the needs required for the individual and what needs to be paid by HQ SACT and what will be paid by the nation.
- 6. Manage the process of Joining Report submission to NETFs
- 7. Monitor fill status of all assigned seats in the training management system, turning back unused seats prior to deadline of financial responsibility.
- 8. Conduct initial in briefing to Newcomer personnel.
- 9. Assign Initial training requirements.

10. Monitor and document completion of requirements in appropriate Databases
11. Maintain the Annual Training Plan
12. Maintain sign-up lists for all internal training opportunities utilizing SharePoint and Excel Databases
13. Create the information books for internal training events as needed.
14. Maintenance of the HQ SACT Quick Reference Guide.
15. Maintain Outlook Calendars for Two Training Rooms.
16. Create announcements for training and other events on internal messaging service using WordPress.

Essential Qualifications:

1. A University Degree in Human Resource Management or related discipline.
2. Minimum 3 years within the last 10 years working with a Training Management System
3. Minimum 3 Years' within the last 10 years' experience maintaining SharePoint webpages at the administrator level.
4. Minimum 3 years within the last 10 years' experience using WordPress
5. Minimum 5 Years within the last 10 years' experience using Excel as a database
6. Demonstrated minimum NATO or National SECRET clearance with the appropriate national authority for the duration of the contract.
7. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.
8. Demonstrable proficiency in effective oral and written communication, including briefing and coordinating with business

stakeholders. (I.e. Newcomers Orientations, Briefing New Employees, etc.)

9. Minimum 3 years within the last 10 years' experience working in an office administrative environment supporting scheduling, for example, cross-organizational scheduling for training.

Annex B

Requirements Matrix

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).

Best Value Criteria for LABOR CATEGORY 58: Contractor Support for Staff Training Coordination

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

Item	Compliant	Non-Compliant
Minimum of one past performance 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		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 70 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

<p>Item</p> <p>PLEASE ENSURE TOTAL PTS EQUAL 100</p>	<p>Range</p> <p>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.</p> <p>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</p> <p>ANY SCORE OF ZERO IS NONCOMPLIANT</p>	<p>Page, Paragraph and Line Number referencing where candidates meet the criteria and how.</p>	<p>Score (100 pts possible)</p>
<p>1. A University Degree in Human Resource Management or related discipline.</p>	<p>Yes (5 Points)</p> <p>Relevant Associates Degree or International Equivalent (3 Points)</p> <p>No (0 Point)</p>		
<p>2. Minimum 3 years within the last 10 years using a Training Management System (TMS)</p>	<p>3 years and over – 20 Pts</p> <p>Less than 3 years – 10 Pts</p> <p>No experience – 0 Pts</p>		
<p>3. Minimum 3 Years' within the last 10 years' experience maintaining SharePoint webpages at the administrator level.</p>	<p>3 years and over – 15 Pts</p> <p>Less than 3 years – 1 Pts</p> <p>No experience – 0 Pts</p>		

4. Minimum 5 Years within the last 10 years' experience using Excel as a database	5 years and over – 10 Pts Less than 5 years – 1 Pts No experience – 0 Pts		
5. Minimum 3 years within the last 10 years' experience using WordPress	3 years and over – 20 Pts Less than 3 years – 5 Pts No experience – 0 Pts		
6. Demonstrable proficiency in effective oral and written communication, including briefing and coordinating with business stakeholders. (I.e. Newcomers Orientations, Briefing New Employees, etc.)	Yes – 10 Pts No – 1 Pts		
7. Minimum 3 years within the last 10 years' experience working in an office administrative environment supporting scheduling, for example, cross-organizational scheduling for training.	3 years and over – 20 Pts Less than 3 years – 5 Pts No experience – 0 Pts		

LABOR CATEGORY 59: FRONT OFFICE SUPPORT/ CAPABILITY MANAGEMENT FUNCTION (CMF) SECRETARIAT

Location: Norfolk, VA, USA (On-site)

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 September 2023 – 31 December 2023, Option Period One: January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025

Background Information:

1. The Directorate supports SACT in his Capabilities Requirement Authority (CRA) role. It is responsible for a holistic through lifecycle Capability Development approach that infuses innovation and transformative efforts that are an integral part of the Warfare Development. From the capability requirements, the Directorate develops capability programme plans with a focus on interoperability and capability lifecycle management across all DOTMLPFI lines of development. These activities require close coordination amongst all NATO management authorities (ACO, NCIA, NSPA and Territorial Host Nations).
2. The Directorate also ensures coordination across the breadth of the capability lifecycle, horizontally across the NATO enterprise, between NATO capability programmes, and with multi- nationally and nationally funded capabilities.
3. As mentioned earlier, stakeholder engagement with all NATO Management Authorities is critical for effective Capability Delivery. Within the Capability Management Function (CMF), as outlined in PO(2018)0259, Management Authorities conduct coordination through management tools, reporting mechanisms, and board-like meetings. These efforts aim to deconflict processes, ensure seamless

handover of responsibilities, and address issues within the scope of management competencies and approved tolerances. ACT (Allied Command Transformation) assumes a leading role in planning and executing the CMF, hosting the centralized CMA/CMF Secretariat.

4. Overall, the Directorate's role is vital in facilitating collaboration, streamlining processes, and ensuring effective management of capabilities across NATO, in line with the overarching goals and objectives of the organization.

Specific Post Taskings:

1. Support the CAPDEV Portfolio Manager and the Executive Officer for the Capability Management Function (CMF) Secretariat in maintaining a comprehensive knowledge and oversight over the planning and execution of all projects, programmes and portfolios for which the Directorate is responsible as required by extant ACT Directives and SOPs.

2. Support the Capability Management Function (CMF) Secretariat regarding all the key stakeholder engagement with ACO, NCIA, NSPA and NATO HQ. In this sense, he/she will help to liaise and facilitate information flow/exchange with appropriate ACT national and NATO HQ and Agency staffs

3. He/she will help prepare the Capability Management Function (CMF) coordination meeting agenda; ensure the execution of the regular and ad-hoc Capability Management Coordination Group (CMCG) meetings and CMA meetings; and consolidate the minutes, ensuring all the relevant stakeholders perspectives and inputs are appropriately incorporated.

4. Within ACT, support the CMF Secretariat to liaise with all the Programme Directors and Capability Monitors to ensure the appropriate input is incorporated for each topic in the CMF coordination battle rhythm.

5. Support an efficient and effective Information Management in support of the CMF that enables full accessibility to all relevant Management and Governance documents.

6. Performs additional tasks, as required by the COTR, related to the labor category.

Essential Qualifications:

1. University/ Bachelor's equivalent or Military College degree, including Graduate level certifications in support of NATO and other international military organizations;
2. Two years' demonstrable Programme/Project Management experience in the past ten years within a complex and dynamic environment, with a focus on military capability development;
3. Knowledge of project management principles and demonstrated success in applying them to deliver capabilities with or without certificate in Program and Project Management related certifications such as MSP and PRINCE2
4. Demonstrable experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.
5. Demonstrated minimum NATO or National SECRET clearance with the appropriate national authority for the duration of the contract.
6. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.
7. Demonstrated proficiency in the use of the Microsoft Office Tool suite and collaborative software.
8. Demonstrable proficiency in effective oral and written communication, including briefing and coordinating with business stakeholders.

Annex B

Requirements Matrix

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).

Best Value Criteria for LABOR CATEGORY 59: Front Office Support/ Capability Management Function (CMF) Secretariat

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

Item	Compliant	Non-Compliant
Minimum of one past performance 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		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 70 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

<p>Item</p> <p>PLEASE ENSURE TOTAL PTS EQUAL 100</p>	<p>Range</p> <p>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.</p> <p>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</p> <p>ANY SCORE OF ZERO IS NONCOMPLIANT</p>	<p>Page, Paragraph and Line Number referencing where candidates meet the criteria and how.</p>	<p>Score (100 pts possible)</p>
<p>1. University/ Bachelor's equivalent or Military College degree, including Graduate level certifications in support of NATO and other international military organizations</p>	<p>Yes (20 Points)</p> <p>No (0 Point)</p>		
<p>2. Knowledge of project management principles and demonstrated success in applying them</p>	<p>2 years or more (20 Points)</p> <p>Up to 2 years' experience (10 Points)</p> <p>No experience (0 Point)</p>		

to deliver capabilities			
3. Minimum 2 years' in the last 10 years Programme/Project Management experience, with a focus on military capability development	2 years or more (20 Points) Up to 2 years' experience (10 Points) No experience (0 Point)		
4. Minimum 2 years' in the last 10 years' experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS)	2 years or more (20 Points) Up to 2 years' experience (10 Points) No experience (0 Point)		

5. Minimum 3 years' experience in the last 10 years in the use of the Microsoft Office Tool suite and collaborative software	3 years or more (20 Points) Up to 3 years' experience (10 Points) No experience (0 Point)		
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LABOR CATEGORY 60: SUPPORT TO THE ACT MISSION SECURITY COORDINATOR

Location: Norfolk, VA, USA (On-site)

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 September 2023 – 31 December 2023, Option Period One: January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

Background Information:

Headquarters Allied Command Transformation (HQ SACT), ACT Office of Security (AOS) is the lead for all aspects of security in ACT, including physical security, personnel security, CIS security, and security of information.

The Force Protection (FP) team is responsible for the safety and security of HQ SACT Staff during external events and missions. Currently, the FP Staff Officer and FP Assistant performs the planning, coordination, and execution of all Diamond events within the Host Nation (HN) and abroad, and security coordination of all missions of SACT HQ personnel. A Mission Security Coordinator should

be identified to organize and carry out the safety and security responsibilities of all travel duties of HQ SACT personnel as well as support the Section during external event.

A Mission Security Coordinator is essential to the FP section for the successful monitor, consultation and debriefing of the HQ SACT personnel that is travelling for duty reasons all over the world. Coordination with external security advisory agencies to helping HQ SACT protect its assets, employees, and events outside the United States is the main duty of the Mission Security Coordinator. In addition, supporting the organization and management of Diamond events with local actors (businesses, law enforcement agencies, organizations, etc.), which supports the generation of critical threat and risk assessment is requested. This post will be instrumental and unique in providing dedicated attention to security and safety matters that may arise to those travelling personnel and attendees of events.

Tasking:

This contract provides technical support to the ACT Mission Security Coordinator. Specific responsibilities include

- A. Analyse reports from the ACT travel database (CNAFS) to identify planned Duty Travel to critical places.
- B. Collect and analyse security information from open sources and deliver detailed security briefings to the travellers.
- C. Collect feedback from the travellers concerning security issues and develop an After Action Report.
- D. coordinate with other security authorities as needed.
- E. Analyse and create events security documents; format to be coordinated with FP Staff Officer and FP Assistant.
- F. Perform site surveys to identify security vulnerabilities at the specified event venue using open source information and products provided by local authorities; format to be coordinated with FP Staff Officer and FP Assistant.
- G. Examine attendees/guest list for non-NATO participants to identify potential counter intelligence (CI) and FP risk.
- H. Prepare security brief for top leaders/management approval; format to be coordinated with FP Staff Officer and FP Assistant.
- I. Be present at the host venues during events to assist Delegate Assistance Centres/Registration and Check in Desks, to provide security assistance and oversight.
- J. Coordinate with local law enforcement, criminal intelligence entities, and emergency first responders (medical, fire, etc.) to establish additional security measures to missions and events.

- K. Assist the FP team with lessons learned product for historical use.
- L. Develop Security after Action Report upon completion of event for recordkeeping; format to be coordinated with FP Staff Officer and FP Assistant.

Essential Qualifications:

- 1. At least 2 years' experience in security administration, criminology, public administration, industrial security administration, law or related discipline for specific task related skills;
- 2. At least 1 years' experience in planning and managing security for major events;
- 3. Certification in Risk Management provided by a recognised certification scheme
- 4. Ability to collect and analyse security information from open sources and deliver detailed security briefings to the travellers
- 5. Ability to engage with stakeholders at all levels, both in briefing and during execution of events
- 6. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent;
- 7. Active NATO SECRET (or higher) personnel security clearance issued by the industrial security authority of a NATO member nation
- 8. Proficiency in the use of the World Wide Web, the Microsoft Office Tool suite and collaborative software
- 9. Minimum of 60 Points in the Subject Matter Expert Criteria

Annex B

Requirements Matrix

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).

Best Value Criteria for LABOR CATEGORY 60: Support to the Act Mission Security Coordinator

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

Item	Compliant	Non-Compliant

Minimum of one past performance 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		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 60 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

<p>Item</p> <p>PLEASE ENSURE TOTAL PTS EQUAL 100</p>	<p>Range</p> <p>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.</p> <p>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</p> <p>ANY SCORE OF ZERO IS NONCOMPLIANT</p>	<p>Page, Paragraph and Line Number referencing where candidates meet the criteria and how.</p>	<p>Score (100 pts possible)</p>
<p>1. Education and training in Risk Management;</p>	<p>No education or training – 1 points</p> <p>Basic introduction to risk management (e.g. Risk management foundation) – 2 to 15 points</p> <p>Advanced training in risk management (e.g. Risk management practitioner) – 10 to 25 points</p>		
<p>2. At least 2 years' experience in security administration, criminology, public administration, industrial security administration, law or related discipline for specific task related skills</p>	<p><2 years – 0 points (NON-COMPLIANT)</p> <p>2-5 years – up to 15 points</p> <p>>5 years – 15 to 25 points</p>		

3. At least 1 years' experience in planning and managing security for major events;	<1 year – 0 points 1-2 years – 5 points 2-5 years – 15 points >5 years – 20 points		
4.Ability to collect and analyse security information from open sources and deliver detailed security briefings to the travellers	Yes - 1-15 points NO - 0 pts (NON-COMPLIANT)		
5.Ability to engage with stakeholders at all levels, both in briefing and during execution of events	Yes - 1-15 points NO - 0 pts (NON-COMPLIANT)		

LABOR CATEGORY 61: SUPPORT TO THE ACT BUSINESS IMPACT ANALYSIS (BIA)

Location: Norfolk, VA, USA (On-site)

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 September 2023 – 31 December 2023, Option Period One: January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

Background Information:

Headquarters Allied Command Transformation (HQ SACT), ACT Office of Security (AOS) is the lead for all aspects of security in ACT, including physical security, personnel security, CIS security, and security of information.

The Business Continuity (BC) section within AOS is responsible for conducting business impact analysis of HQ SACT for BC purposes to identify prioritised products and services, which is an essential element of the Business Continuity Management System (BCMS).

Business Continuity Management (BCM) has become essential as a result of an audit conducted by the International Board of Auditors on the lack of policies and standards for BC planning within NATO to ensure the continuous delivery of products and services. This post will be instrumental and unique in providing the required support to the BC Staff Officer for the development and execution of the BC Plan. The main analysis technique to make certain that business continues for HQ SACT is through the Business Impact Analysis (BIA), which considers the timeframes and critical resources required to deliver prioritised products, services, processes and activities in the event of a disruption or disaster. The BIA will enable the HQ SACT to endorse or modify the scope of the BC programme. The BIA will identify legal, regulatory and contractual obligations. The BIA will evaluate impacts over time as well as identify BC requirements including downtime tolerance and capacity. The BIA will define a list of the prioritised products, services, processes, activities and critical resources by determining the maximum tolerable period of disruption (MTPD) for each. The BIA will identify the dependencies and interdependencies between products, services, processes, activities and critical resources. The BIA will also identify the recovery time objectives (RTOs) for the prioritised products, services, processes, activities and critical resources to avoid reaching the MTPD in support of BC planning and management. BIA is not a one-time or single stage activity but an ongoing process within the BCM cycle.

Currently, there is no recent Business Impact Analysis (BIA) conducted at HQ SACT or oversight provided to subordinate bodies to ensure the timeframe and critical resources necessary to continue to deliver such products and services during a disruption, man-made or natural disaster. As a step to meet BC requirements, this contract would support the production of BIAs for HQ SACT and provide professional guidance and direction to ACT subordinated bodies on conducting BIAs.

Tasking:

This contract provides technical support to the ACT Business Continuity Teams at each of the ACT locations. Specific responsibilities include

- A. Analyse and prioritize the ACT business processes required to deliver the priority products and service; format to be coordinated with BC Staff Officer and Section Head.
- B. Propose a suitable approach for developing the BIAs for HQ SACT and subordinate entities.
- C. Analyse and create a prioritize list of the activities that produces or supports the delivery of the products and services; format to be coordinated with BC Staff Officer and Section Head.
- D. Determine and create a list of the critical resources needed to carry out Business Continuity objective; format to be coordinated with BC Staff Officer and Section Head.
- E. List and prioritize products and services, and determine the MTPD and RTO for each; format to be coordinated with BC Staff Officer and Section Head.
- F. Determine and map all internal and external dependencies of activities on another activity; format to be coordinated with BC Staff Officer and Section Head.
- G. Perform a risk and threat assessment to identify unacceptable levels of risk single points of failure; format to be coordinated with BC Staff Officer and Section Head.
- H. Identify and list known and anticipated internal and external threats; format to be coordinated with BC Staff Officer and Section Head.
- I. Create a process level impact table; format to be coordinated with BC Staff Officer and Section Head.
- J. Estimate and illustrate the impact of each threat to the organization; format to be coordinated with BC Staff Officer and Section Head.

- K. Determine and illustrate the probability of disruption for each threat; format to be coordinated with BC Staff Officer and Section Head.
- L. Illustrate the calculation of a risk score for each threat; format to be coordinated with BC Staff Officer and Section Head.
- M. Develop a list to prioritise the threats based on the risk score for the prioritised activities; format to be coordinated with BC Staff Officer and Section Head.
- N. Prepare briefings on the completion of the final analysis and final consolidation; format to be coordinated with BC Staff Officer and Section Head.
- O. Collect information on products, services and activities in the form of workshops, questionnaires and interviews; format to be coordinated with BC Staff Officer and Section Head.
- P. Seek and document top management approval of the BIA so that BC solutions and mitigations measures can be designed.
- Q. Attend BC meetings on a monthly basis, or when directed by BC Staff Officer and Section Head, to brief status of BIAs.

Essential Qualifications:

- 1. Bachelor's Degree or equivalent national academic qualification in a numeric discipline
- 2. Certified to at least the level Business Continuity practitioner under a national or international certification scheme.
- 3. Education and training in Risk Management
- 4. At least 4 years of experience in Business Continuity supporting a large international organisation
- 4. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.

5. Active NATO SECRET (or higher) personnel security clearance issued by the industrial security authority of a NATO member nation
6. Valid NATO Nation passport with no travel restrictions to NATO nations
7. Proficiency in the use of the Microsoft Office Tool suite and collaborative software
8. Minimum of 60 Points in the Subject Matter Expert Criteria

Annex B

Requirements Matrix

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).

Best Value Criteria for LABOR CATEGORY 61: Support to the Act Business Impact Analysis (BIA)

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

Item	Compliant	Non-Compliant
Minimum of one past performance 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		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		

Minimum of 60 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Range	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
PLEASE ENSURE TOTAL PTS EQUAL 100	<p>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.</p> <p>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</p> <p>ANY SCORE OF ZERO IS NONCOMPLIANT</p>		
1. 3 or 4 year university degree or equivalent national academic qualification	<p>Degree in directly related field – 25 points</p> <p>Degree in numeric discipline (e.g. engineering, physics,</p>		

	<p>statistics, mathematics) – 20 points</p> <p>Degree in non-numeric discipline – 10 points</p> <p>No degree – 0 points (NON-COMPLIANT)</p>		
<p>2. Certification in Business Continuity discipline provided by a recognised national or international certification scheme</p>	<p>None – 0 points (NON-COMPLIANT)</p> <p>Foundation level – 1 point</p> <p>Practitioner level – up to 10 points</p> <p>Advanced certification (e.g. Team leader, auditor or similar) – up to 20 points</p>		
<p>3. Education and training in Risk Management;</p>	<p>No documented training with Risk management – 5 points</p> <p>Some training in risk management 5 to 10 points</p> <p>Certification with Risk management experience provided by a recognised national or international certification scheme – 5 to 15 points</p>		

4. At least 4 years of experience in Business Continuity supporting a large international organisation	Less than 4 years – 0 points (NON-COMPLIANT) 4 years or more as a team member – up to 30 points 4 years or more as a team leader – up to 40 points		
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LABOR CATEGORY 62: SUPPORT TO THE ACT SECURITY ACCREDITATION AUTHORITY

Location: Norfolk, VA, USA (On-site)

Number of Candidates: Two Candidates

Period of Performance: Base Period: 1 September 2023 – 31 December 2023, Option Period One: January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

Background Information:

Headquarters Allied Command Transformation (HQ SACT), ACT Office of Security (AOS) is the lead for all aspects of security in ACT, including physical security, personnel security, CIS security, and security of information.

The Communication and Information System (CIS) Security Section within AOS provides support to the ACT Security Accreditation Authority. Due to an increase in the number of CIS required to undergo security accreditation, the CIS Section does not have the capacity to provide timely security accreditation support to all CIS in ACT

Security accreditation is the process of assessing the security risk of a CIS at all stages of the CIS lifecycle, from project inception through to eventual withdrawal. The process considers:

- a. whether the CIS is compliant with NATO security policy; and
- b. whether the risk associated with its use to store, process or transmit information, in its operational environment, is acceptable.

The security accreditation process is based on a review and acceptance of key deliverables from the developer (project phase) and service provider (operations phase).

NATO has three Security Accreditation Authorities (SAA); ACT has 50-100 CIS requiring accreditation, of which about 60-70% are entirely within the remit of the ACT SAA.

Tasking:

This contract provides technical support to the ACT SAA. Specific responsibilities include

- A. Maintain records of the progress of a CIS through NATO security accreditation processes and the application of NATO security regulations.
- B. review of security accreditation documentation for CIS and make recommendations for approval. Security accreditation documentation includes the CIS Description, Risk Assessment Results, System-Specific Security Requirements Statement, Security Operating Procedures, Security Test & Validation Plan, Security Test & Validation Results, Incident Reports, etc.
- C. Ensure that verification activities are properly executed, to confirm that the agreed security measures have been implemented
- D. Provide support and guidance to CIS developers and service providers. Note that some developers and service providers are based in Europe.
- E. Contribute to updates of the statement of the security risk for ACT CIS
- F. Liaising with other roles in the Security Accreditation process
- G. Representing the ACT SAA in NATO Enterprise meetings, either in person or via VTC.

Essential Qualifications:

1. 3 or 4 year university degree or equivalent national academic qualification in computer science, network security, cyber-security or related field.
2. Certification in CIS security or cyber defence disciplines provided by a recognised certification scheme, as a Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM).
3. At least 5 years demonstrated experience in CIS security, CIS development or CIS service delivery
4. Within the 5 years' experience above, at least 3 years of demonstrated experience working in or in direct support of a national, international or multi-national CIS security accreditation, certification or similar field
5. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.
6. Active NATO or National SECRET (or higher) security clearance issued by the industrial security authority of a NATO member nation
7. Valid NATO Nation passport with no travel restrictions to NATO nations
8. Proficiency in the use of the Microsoft Office Tool suite and collaborative software
9. Minimum of 60 Points in the Subject Matter Expert Criteria

Annex B**Requirements Matrix**

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).

Best Value Criteria for LABOR CATEGORY 62: Support to the Act Security Accreditation Authority

Company Name:

Proposed Candidate Name:

Proposed Candidate’s Nationality (identify if multiple citizenship & nation):

Item	Compliant	Non-Compliant
Minimum of one past performance 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		

Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 60 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Range	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
PLEASE ENSURE TOTAL PTS EQUAL 100	<p>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.</p> <p>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</p> <p>ANY SCORE OF ZERO IS NONCOMPLIANT</p>		

1. 3 or 4 year university degree or equivalent national academic qualification in computer science, network security, cyber-security or related field.	Degree in directly related field – 15 points Degree in numeric discipline (e.g. engineering, physics, statistics, mathematics) – 5 points No degree / non-numeric discipline – 0 points		
2. Certification in CIS security or cyber defence disciplines provided by a recognised certification scheme, such as a Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM).	5 points per relevant certification, up to a maximum of 20		
3. At least 5 years demonstrated experience in CIS security, CIS development or CIS service delivery	Less than 5 years – 0 points 5 years or more – 5 to 15 points		
4. At least 3 years of demonstrated experience working in or in direct support of a national, international or multi-national CIS security accreditation, certification or similar field	3 years of experience working as an accreditor / certifier: 20 to 35 points 3 years of demonstrated experience with an accreditor / certifier to achieve security		

	<p>accreditation of a CIS: 5 to 15 points</p> <p>Less than three years' experience in security accreditation: 1 points</p>		
5. Valid NATO Nation passport with no travel restrictions to NATO nations	<p>Yes: 15 points</p> <p>No: 1 point</p>		