

# IFIB-ACT-SACT-23-01 PART E - FINAL



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HEADQUARTERS SUPREME ALLIED COMMANDER  
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NORFOLK, VIRGINIA, 23551-2490

## Invitation

## For

## International Bidding

## IFIB-ACT-SACT-23-01 (PART E - FINAL)

**Amendment 1 – Change are in red font**

## CAPABILITY DEVELOPMENT MANAGEMENT SUPPORT (CDMS) FOR PROGRAMME MANAGEMENT OFFICE (PMO)

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## BIDDING INSTRUCTIONS

### 1. General

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 by whole groups only. For example, bidders may bid on either one (1) group, two (2) groups, or all three (3) groups. Partial bidding of labour categories within the groups will not be considered.**

### 2. Classification

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

### 3. Definitions

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

### 4. Eligibility

- (a) This IFIB is open to governmental or commercial entities:
- (b) Established in a North Atlantic Treaty Organisation Alliance member nation.
- (c) Working in the required field of study and legally authorised to operate in the country and countries in which this contract is to be performed, at the time of bidding. Has performed the desired past performance including size, cost and scope, as described in this IFIB.
- (d) All proposed personnel on this requirement must be citizens of a NATO member nation.

### 5. Duration of Contract

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- (a) The contract awarded shall be effective upon date of award.
- (b) Period of Performance:

Base Year: 1 Jan – 31 Dec, 2024 (to include all requested Contractual support)

Option Year 1: 1 Jan – 31 Dec, 2025 (to include all requested Contractual support)

Option Year 2: 1 Jan – 31 Dec, 2026 (to include all requested Contractual support)

Option Year 3: 1 Jan – 31 Dec, 2027 (Group 1 - LC 63 – 69 only)

Option Year 4: 1 Jan – 31 Dec, 2028 (Group 1 - LC 63 – 69 only)

- (c) **Each Labour Category will have specific Periods of Performance identified, which can differ from the above dates.**
- (d) 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

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

### 7. Amendment or Cancellation

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

### 8. Bidder Clarifications

- (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 **27 October 2023**.
- (b) In lieu of a bidder's conference, HQ SACT invites bidders to submit technical and contractual questions not later than **27 October 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

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such addendums and any necessary solicitation amendments shall be incorporated into this IFIB. Verbal Interpretations shall not be binding.

### 9. Bid closing date

Bids shall be received at HQ SACT, Purchasing and Contracting Office, no later than **15 November 2023, 0900 hours, Eastern Standard Time, Norfolk, Virginia, USA**. No bids shall be accepted after this date and time. **No hard copy proposals will be accepted.**

### 10. Bid Validity

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

### 11. Content of Proposal

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 E-mailed PDF documents shall be received no later than **15 November 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) Provision of technical and price volumes (See Enclosure 4 - Excel Spreadsheet);
- (e) Best Value Compliance matrix (See Annex A). *Note: ensure the proposed CV and compliance matrix are in sequential order for each labour category.*

### 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](mailto:techproposal@act.nato.int)

Price proposal: [priceproposal@act.nato.int](mailto: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\_E-Final\_Tech\_ABC Inc. / IFIB -ACT-SACT-23-01\_Part\_E-Final\_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**

- (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 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 personnel to accurately assess identified technical competencies. Discussions will be limited to scope of this IFIB and the evaluation criteria identified in the Statement of Work (Annex A).
- (c) Proposals shall be evaluated and awarded taking into consideration of the following factors:
- (d) Successful administrative submission of bid packages as requested in paragraph 11 and as listed in this IFIB.
- (e) Successful determination of compliance. (Compliant/Non-compliant).
- (f) Technical factors / pricing factors rated the following: Technical / Price = **70/30 (Best Value Compliant Offer)**.

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- (g) The overall proposed hourly rates and the total hours indicated in the solicitation will be the basis of the Price Evaluation.
- (h) Technical clarifications as determined may be conducted.
- (i) Acceptance of HQ SACT General Terms and Conditions.

### 16. Proposal Clarifications

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

### 17. Award

HQ SACT intends to award a firm fixed price contract(s) to the Offeror(s) whose proposal(s) represents the **Best Value** offer to NATO. **Partial bidding is allowed by whole groups only. For example, bidders may bid on either one (1) group, two (2) groups, or all three (3) groups. Group awards will be based on all candidates within a group being compliant. Partial bidding of labour categories within the groups will not be considered.**

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

### 18. Communications

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

### 19. Points of Contact:

(PLEASE INCLUDE ALL THREE POC's BELOW ON ALL CORRESPONDENCE)

- (a) Catherine Giglio, ACT Contracting Officer,  
757-747-3856, [Catherine.Giglio@act.nato.int](mailto:Catherine.Giglio@act.nato.int)
- (b) Bob McMaster, Sr. Agile Acquisition Analyst  
[Robert.McMaster@act.nato.int](mailto:Robert.McMaster@act.nato.int)
- (c) Laurent Munter, ACT Contracting Officer  
757-747-3861, [Laurent.Munter@act.nato.int](mailto:Laurent.Munter@act.nato.int)



**Enclosure 1: Proposal Content / Checklist**

**PROPOSAL CONTENT / CHECKLIST**

Checklist

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

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### Enclosure 2: Compliance Statement

#### **COMPLIANCE STATEMENT TO SEALED BID IFIB-ACT-SACT-23-01 (Part E - FINAL)**

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

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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 related past performance.)**

**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 (Circle one)

Name/Signature of Authorized Company Official

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This Enclosure is designed to assist the respective company provide HQ SACT with all necessary documents/information required. For clarification, please refer to bidding instructions in part 1 of subject solicitation.

Enclosure 4: Price Volume

**Enclosure 4 PRICE Volume is a excel spreadsheet. The spreadsheet must be submitted as a excel spreadsheet, it cannot be a PDF or any other format.**

**If the excel file cannot be signed electronically, please utilize the below.**

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

Authorizing Company Official:

Printed \_\_\_\_\_ Name: \_\_\_\_\_

Position: \_\_\_\_\_

Title: \_\_\_\_\_

Authorizing Company (Signature): \_\_\_\_\_, Date: \_\_\_\_\_.

***Company name*** Witness Official:

Printed \_\_\_\_\_ Name: \_\_\_\_\_

Position: \_\_\_\_\_

Title: \_\_\_\_\_

Witness Signature: \_\_\_\_\_, Date \_\_\_\_\_

**ANNEX A: Statement of Work (SoW)**  
for the  
**Capability Development Management Support (CDMS) to the Programme  
Management Office (PMO)**

**1. Introduction**

This Statement of Work (SoW) describes the requirements for the services related to the support for the Programme Management Office (PMO) within Headquarter Supreme Allied Commander Transformation (HQ SACT).

**2. Background and Scope of Work**

**a. Background**

The PMO provides a capability development quality assurance process, advising senior management in the composition of the suite of Programmes and their progress against plans, and serves as a hub for information allowing efficient use of relevant and updated data, promoting and facilitating the distribution of programme and project information between management layer capability development stakeholders (including Strategic Commands (SCs), Host Nations (HNs), NATO Agencies, NATO HQ, etc.).

The PMO also ensures consistency of delivery across a myriad of programmes and projects providing standards, methods and processes, knowledge management, assurance and mentoring & coaching. The PMO will report a programmatic overview for the Capability Development Enterprise through the entire life cycle. In addition, the PMO shall provide transparency of capability programme information to the Nations.

The roles of the PMO can be grouped in six main areas of responsibilities:

- (1) Provide Programme and Project Management (P2M) oversight for NATO's common-funded capability programmes; provide configuration management;
- (2) Ensure quality assurance (including advise on scope, cost, schedule, risk, resource planning); ensure standardization;
- (3) Provide mentoring & coaching for Capability Development (CD) Department personnel and contractors supporting NATO's common-funded programmes;
- (4) Ensure best practices are captured, collect and process lessons learned, provide and assess tools;
- (5) Provide an Information Hub (Info-Hub) which provides transparency and visibility on NATO's common-funded capability programmes;
- (6) Provide cost estimation and NSIP (NATO Security Investment Programme) support for non-infrastructure programmes to Program Director's (PD's).

**b. Scope**

PMO services are focused in the following areas:

**(1) Provide Programme and Project Management (P2M) oversight for NATO's common-funded capability programmes; provide configuration management.**

- (a) Pan enterprise Programme Management (support the planning and management of the implementation of the organization's strategy via a strategic programme or similar, ensuring that critical programmes and projects are well briefed and started on time, remain aligned with strategy, provide regular feedback to strategy, etc.);
- (b) Reporting for governance.

**(2) Ensure quality assurance (including advise on scope, cost, schedule, risk, resource planning) and ensuring standardization within management products.**

- (a) Risk management;
- (b) Quality assurance by providing reviews of management products prior to submission to Governance;
- (c) Standards (Define and implement governance standards – reporting and information requirements, financial management standards (through links to finance), accountability and escalation routes.

**(3) Provide mentoring & coaching for Capability Development (CD) Department personnel and contractors in programmes.**

- (a) Mentoring & Coaching (take an active role in the development of CD staff to increase the available skills capability and capacity in CD);
- (b) Consultancy (provide advice/guidance on impact of programmes/projects on business as usual).

**(4) Ensure best practices are captured, collect and process lessons learned, and providing and assessing tools.**

- (a) Information Management application;
- (b) Good practice and Knowledge Management;
- (c) Assurance;
- (d) Risk Management;
- (e) Benefit Realization;
- (f) Capability Acceptance.

**(5) Provide an Info-Hub and configuration management.**

- (a) Reporting;
- (b) Risk management;
- (c) Information management;
- (d) Information Management application.

**(6) Provide cost estimation and NATO Security Investment Programme (NSIP) support for non-infrastructure programmes to Programme Directors (PD).**

- (a) Finance.
- (b) Cost Estimation services
- (c) Training

**3. Type of Contract and Period of Performance**

**a. Type of Contract**

Firm Fixed Price Level of Effort

**b. Period of Performance**

The contract period of performance will include base period and four option years from 01 January 2024 to 31 Dec 2028. Upon availability of funding, each year will be funded with an annual purchase order.

Base Year: 1 Jan – 31 Dec, 2024 (to include all requested Contractual support)

Option Year 1: 1 Jan – 31 Dec, 2025 (to include all requested Contractual support)

Option Year 2: 1 Jan – 31 Dec, 2026 (to include all requested Contractual support)

Option Year 3: 1 Jan – 31 Dec, 2027 (Group 1 - LC 63 – 69 only)

Option Year 4: 1 Jan – 31 Dec, 2028 (Group 1 - LC 63 – 69 only)

**c. Level of Effort**

Level of effort is defined in 1800 hours yearly per contractor.

**d. Surge Effort**

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 contractor shall be prepared to provide support services per labour category and be prepared to evaluate requirements and submit a price proposal for any new in scope requirement for

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

#### **4. Tasking and Deliverables**

##### **a. Tasks and/or actions for Contractor.**

PMO competencies for contracted services will be focused primarily on following tasks:

##### **(1) Task 1 – Programme and Project Management (PPM)**

This service area has following principle objectives:

##### **(a) Prioritization:**

- i. Maintaining a register for current and potential programmes and projects (may be separate registers, subdividing current from potential activity);
- ii. Establishing a framework for assessing and comparing programmes and projects against strategic, financial and risk value parameters;
- iii. Establishing and managing a gated review process, including portfolio entry criteria (elements that must be met or commented on prior to an idea being submitted).

##### **(b) Monitor and review:**

- i. Undertake periodic reviews of progress (outputs/outcomes) against strategy and programme plans;
- ii. Identify and report deviations (forecast and actual) - advise and trigger exception reports;
- iii. Provide strategic oversight support for SROs and management boards (horizon scan for impending policy/strategy changes/new business initiatives and assess impact on programmes);
- iv. Identify over-commitment of resources;
- v. Monitor risks and issues;



vi. Monitor dependency log.

**(2) Task 2 - Reporting**

This service area has following principle objectives:

- (a) Develop and maintain reporting process for ACT Capability Development;
- (b) Incorporating governance's reporting requirements into management reporting processes;
- (c) Ensure quality of reporting is in line with reporting requirements;
- (d) Facilitate management reporting towards governance through Capability Management Function framework;
- (e) Report programme status to boards - timely and accurate information focused on decision-making;
- (f) Develop and maintain a single comprehensive picture of the enterprise (programme management dashboard, balanced scorecard);
- (g) Provide a single source of truth for reporting - single report/data feed - consolidated/aggregated reports to different audiences.

**(3) Task 3 – Benefits Realisation Management**

- (a) Assists in the accurate identification and capture and codification of Programme related benefits;
- (b) Produce, implement and maintain and pan-programme benefits realization SOP with supporting management products for governance;
- (c) Provide support to the production of, and implementation of, programme related Programme Benefits realization plans;
- (d) Assist in the production and maintenance of Benefits related management products;
- (e) Support the timely review and reporting of benefits related information;
- (f) Cross reference benefits realization to risk and issue management and reporting.

**(4) Task 4 - Mentoring & Coaching**

This service area has following principle objectives:

- (a) Support mentoring on CD process;
- (b) Support mentoring on CD tools;
- (c) Coaching;
- (d) Ensure CD training is in line with processes and tools used.

**(5) Task 5 - Consultancy**

This service area has following principle objectives:

- (a) Provide tailoring advice and guidance;
- (b) Provide programme or project rescues (help programmes/projects in trouble with reviews and analysis, hit squads or recovery plans);
- (c) Promote good PPM within the organization;
- (d) Advise Capability Directors (CD)/Capability Monitors (CM) and management boards of appropriate frameworks/governance models.

**(6) Task 6 - Standards**

This service area has following principle objectives:

- (a) Develop, define and maintain processes, methods and approaches;
- (b) Capture best practices in Programme Management and incorporate into CD department;
- (c) Propose tools ensuring collaborative working across team, department and organization boundaries;
- (d) Develop directives and tailoring/flexing guidelines for standards, methods and approaches;
- (e) Develop templates;
- (f) Incorporate Lessons Identified (LI) to appropriate documentation and inform directives according to taxonomy;
- (g) Ensure standardization providing links to other standards.

**(7) Task 7 – Quality Assurance**

This service area Manage Lessons identified/Lessons learned process within ACT CD department and coordination within CMF framework through the following principle objectives:

- (a) Collect lessons from CD branches through the usage of appropriate tools;
- (b) Analyse and assess collected Lessons through appropriate processes;
- (c) Periodically report lessons to CD leadership in line with ACT and NATO LI/LL process.

**(8) Task 8 - Good Practice & Knowledge Management**

This service area has following principle objectives:

- (a) Collate post-programme/project reviews and analyse lessons;
- (b) Undertake trend analysis - through both internal and external monitoring/reporting.

**(9) Task 9 - Information Management**

This service area has following principle objectives:

- (a) Develop and Assess Information management processes;
- (b) Hold master copies of all programme information (custodians of the information repository);
- (c) Establish and administer programme baselines;
- (d) Control the issue of programme products and deliverables;
- (e) Establish and maintain the index to an electronic library of programme information;
- (f) Manage archives of programme documentation.

**(10) Task 10 - Information Management Application Development**

This service area has following principle objectives:

- (a) Advise on PPM tools/software;
- (b) Develop and Maintain structured, user-friendly web-based applications (PMO Branch Website and Dashboards) utilizing the NATO Intranet;
- (c) Continually analyse the applications and recommend changes and required resources to ensure optimal functionality;
- (d) Provide automation tools within the applications that allow the production of required reports in order to support the information needs of internal and external entities on various command levels;
- (e) Improve synergies and integration with related Enterprise Information Management tools;
- (f) Analyse PMO business processes concerning Information Management and recommend improvements;
- (g) Act as the focal point for the management and improvement of PMO web applications;
- (h) Develop and deliver user guides for the applications.

**(11) Task 11 - Risk Management**

This service area has following principle objectives:

- (a) Establish and maintain an efficient two-way flow of information between the programmes and their projects, regarding risk handling and escalation;
- (b) Establish and maintain the programme Standard Operating Procedure (SOP) and risk register;
- (c) Monitor programme risk register to ensure that all risks have a nominated owner and actioner;
- (d) Monitor programme risk register to ensure that the agreed risk mitigations are planned, resourced and implemented;

- (e) Support sharing of risk registers with supplier community;
- (f) Advise on risk mitigation and contingency planning;
- (g) Facilitate risk escalation to higher authority (e.g. strategic/business management).

**(12) Task 12 - Quality Assurance**

This service area has following principle objectives:

- (a) Maintain processes;
- (b) Quality control on management products addressed to governance (Gate reviews);
- (c) Incorporate LI to appropriate documentation and inform directives according to taxonomy;
- (d) Ensure compliance with standards/good practice;
- (e) Enable quality assurance of programme management products to ensure standardization of products submitted to Governance;
- (f) Coordinate quality reviews of programme documents and deliverables;
- (g) Oversee the quality review process for contractual supplier deliverables;
- (h) Liaise with internal or financial audit functions.

**(13) Task 13 - Finance**

This service area has following principle objectives:

- (a) Monitor and report on programme spend;
- (b) Calculate and analyse programme cost variance;
- (c) Estimate future programme spend;
- (d) Prepare quarterly financial reports for programme directors for inclusion in management dashboard reports.

**(14) Task 14 - Cost Estimation:**

This service area has the following principle objectives:

- (a) Life-cycle cost estimation for CIS & Software Intensive Capability Programme Plans (CPPs);
- (b) Development of cost and schedule tolerances for CPPs;
- (c) Documenting and presenting of cost/schedule/tolerance estimates;
- (d) Support CPP process by filling in Capability Description Sheet(s), and cost/schedule/tolerance tables;
- (e) Provide quality assurance reviews on industry provided cost/schedule/tolerance estimations Support cost estimation policy, guidance and direction, standard operating procedure documentation creation;
- (f) Monitor and report on spend rates for material projects and programmes;

- (g) Calculate and analyse cost variance for material projects and programmes;
- (h) Estimate future spending for material projects and programmes;
- (i) Prepare quarterly financial reports for programme directors for inclusion in management dashboard reports;
- (j) Provide a single source of truth for reporting - single report/data feed - consolidated/aggregated reports to different audiences;
- (k) Additional Tasks as directed by COTR.

**(15) Task 15 – IC Training and NSIP Support**

This service area has the following principle objectives:

- (a) Provide direct support to the MSIF Branch and Programme Management Office on NATO Security Investment Programme (NSIP) responsibility;**
- (b) Develop and deliver a training plan and associated processes to facilitate Investment Committee coordination and support;
- (c) Provide and deliver on-the-job training and mentoring to the NATO Security Investment Programme staff in the coordination, tracking, delivery, recording, and archiving of the Investment Committee authorizations. Included in this is task to enter required info into CIRIS system and to produce related implementation documentation (i.e. Joint Final Acceptance Inspection (JFAI) for non-infrastructure projects);
- (d) Provide and deliver on-the-job training and mentoring to the NATO Security Investment programme staff in the background policies, processes and procedures to support the Investment Committee authorisation process;
- (e) Provide methodological and analytical expertise in support of the Common Funded Integrated Resources Information System (CIRIS) and the mechanisms to enhance the integrity of the data. Develop training plan that defines process for entering data within CIRIS, particularly where ACT is designated lead Host Nation;
- (f) Provide support and education on all policies, directives and principles that steer the delivery of common funded capabilities, particularly those related to Investment Committee coordination and ensure InfoHUB is used as repository for this information;
- (g) Provide support on the NATO Defence Planning Process, the Medium Term Military Plans and the Medium Term Resource Plans and how those plans affect NATO resources;
- (h) Provide and deliver on-the-job training and mentoring in the administration of Capability Programme Management Information System (CPMIS) and Project Information Tracking Tool (PITT);
- (i) Provide interaction with NATO Agencies and territorial Host Nations in context of the Capability Programme implementation;

(j) Perform additional tasks, as required by the COTR, related to the labour category.

**b. Deliverables to be produced (include information on content, format, schedule, etc.)**

(1) PMO shall support, assist or lead the development of some deliverables, in the form of written documents, spreadsheets, databases or other format outputs, information management hub, Capability SharePoint sites, as agreed at the PMO team level monthly Meeting and day-to-day coordinated via the management authorities.

(2) The support will be provided for the development of deliverables which may be: plans (SOPs, risk register, quality assurance reports, integrated logistics support plans, capability management plans, capability status reports, communication plans, etc.), agreements (SLAs, etc.), logs (Risks, Issues etc.), feedback about databases, technical documents (TBCE, specifications, military operational (user requirements, technical architecture, test documentation - cases, scenarios, reports, etc.), reports (site surveys, meetings, etc.) or others required to meet the PMO support requirements.

(3) The requested deliverables shall be developed or supported by the PMO Team in close co-ordination with the staff of the responsible management authority on lead (ACT, ACO and NCI Agency).

(4) Quality, quantity and timely delivery of deliverables requested as PMO products or PMO inputs required to support the deliverables development by other management authorities, will be controlled by the responsible management authority, the COTR's, PM and the deputy COTR's.

**5. Schedule of Delivery**

The following tables of Contractor Support which are broken down into 3 groups for separate bidding. Table 1 (Group 1) comprised of 10 candidates, LC 63 - 69, Table 2 (Group 2) comprised of 3 candidates, LC 70 – 72 for InfoHub Development & IMCD support; and Table 3 (Group 3) comprised of 1 candidate, LC 73 for NSIP Training. The Labour Category (LC) numbering follows IFIB-ACT-SACT-23-01 Parts A through D.

**Contractor Support Table 1 (Group 1)**

Labour Category	Role/Title	Work Location Requirements	Contractual start date	Contractual Exp. date
LC63	Lifecycle Manager	On site	Jan 2024	Dec 2028

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LC64	Programme Financial Cost Estimation Analyst	On Site	Jan 2024	Dec 2028
LC65	Financial Cost Estimation Analyst	On site (preferred) or Remote	Jan 2024	Dec 2028
LC66	Financial Cost Estimation Analyst	Remote	Jan 2024	Dec 2028
LC66	Financial Cost Estimation Analyst	Remote	Jan 2024	Dec 2028
LC66	Financial Cost Estimation Analyst	Remote	Jan 2024	Dec 2028
LC66	Financial Cost Estimation Analyst	Remote	Jan 2024	Dec 2028
LC67	Programme Analyst Standardization	On Site	Jan 2024	Dec 2028
LC68	Programme Analyst Reporting	On Site	Jan 2024	Dec 2028
LC69	Programme Analyst Quality Assurance	On Site	Jan 2024	Dec 2028

**Contractor Support Table 2 (Group 2)**

Labour Category	Role/Title	Work Location Requirements	Contractual start date	Contractual Exp. date
LC70	Software Solutions Architect	On Site	Jan 2024	Dec 2026
LC71	Information Management Tool Developer/Analyst	On Site	Jan 2024	Dec 2026
LC72	Information Management Application Developer/Analyst	On Site	Jan 2024	Dec 2026

**Contractor Support Table 3 (Group 3)**

Labour Category	Role/Title	Work Location Requirements	Contractual start date	Contractual Exp. date
LC73	NSIP Training & Capability Management Support	On Site	Jul 2024	Dec 2026

## **6. Acceptance Criteria**

Acceptance will be in accordance with the HQ SACT General Terms and Conditions found at the link: <https://www.act.nato.int/opportunities/contracting/> under Contractor Information.

## **7. Contractor Performance Requirements and Reporting**

### **a. Point of Contact for Contractors**

Contractor personnel shall report to and receive guidance from the Contracting Officer's Technical Representative (COTR), or Designate Alternate COTR. The COTRs shall provide direction, guidance, access to subject matter expert (SME), and support information, as needed, for all technical and content areas of the SoW, especially the tasking and deliverables. The COTR shall resolve outstanding disputes, problems, deficiencies, and/or questions on the technical aspects of the 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.

### **b. Contractor Performance Requirements and Reporting**

#### **(1) Supervision:**

The COTR (or designated representative) will provide direction, guidance, and support information, as needed, for all technical and content areas of the SoW.

The COTR shall:

- (a) On behalf of the Contracting Officer, attempt to resolve outstanding disputes, problems, deficiencies, and/or questions on the technical aspects of the SoW;
  - (b) Review all Contractor tasking and deliverables for completeness and accuracy;
  - (c) Approve in coordination with PMO Contractor tasking and deliverables;
  - (d) Submit to the Contracting Officer the signed company monthly report with his endorsement for retention in contract administration file;
  - (e) Review the Contractor's work at a minimum of monthly, or as needed.
- The COTR's written approval of work performed is mandatory for Contractor invoices to be successfully processed.

#### **(2) Contractor 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:

- (a) Name(s) of Contractor personnel assigned to work;
- (b) Summary of work performed during reporting period;



- (c) Contract hours expended showing a comparison with budgeted hours;
- (d) Work performed for reporting month;
- (e) Work anticipated to be performed for the coming month;
- (f) Current or anticipated problems/deficiencies and recommended solutions.

(3) The COTR reserves the right to amend the reporting requirements to receive alternate/additional data and information on a more frequent or less frequent basis, and to request other reports that detail designated aspects of the work or methods to remedy problems and deficiencies. The Contractor shall be responsive to evolving requirements that may necessitate adjusting the quantity and qualifications of the contractor personnel.

(4) Additional Contractor Requirements. The COTR (or designated representative) may identify missing, erroneous, or unneeded requirements and tasking. The Contractor expected to work closely with other team members and designated HQ SACT personnel. Consequently, the Contractor is expected to promptly address an identified problem/deficiency, providing the COTR with information on how the problem shall be corrected and any impact to on-going work.

## **8. Time Requirements for Contractor Personnel**

**a. HQ SACT work days:** Monday through Fridays within the exception of HQ SACT Holidays. The number of HQ SACT Holidays may vary from year to year. A list may be obtained through the Contracting Officer.

**b. HQ SACT working hours:** On HQ SACT working days, 7.5 hours daily between 0800 and 1700 hours.

**c. Man year:** 1800 hours of service to be referred by one Contractor Personnel within one calendar year. The basis of this calculation is 46 weeks of contract performance at 37.5 hours assuming s HQ SACT work days per week.

## **9. Place of Performance**

### **a. On site Work**

The contractor shall perform the required work at HQ SACT, 7857 Blandy Road, Norfolk, VA with the exception LC 65-66. For the remaining contracted support, HQ SACT on site work is required, because all tools and COTS products are only available at HQ SACT.

### **b. Remote Work**

LC 65-66 have the option to work remotely. Arrangements for off-site work for the Cost Estimation team are to be agreed through the Labour Category 64 supervisor, recommended by the COTR and approved by the HQ SACT Contracting Officer.

#### **10. Required Travel for Personnel Services Contracts**

It is anticipated that the contractor may occasionally travel in support of this contract, both within NATO Alliance member nations' boundaries. NATO travel regulations and reimbursements are covers in Chapter 6 of the approved version of the Allied Command Transformation (ACT) Financial Manual. All travel shall be coordinated by the Contracting Officer's Technical Representative (COTR) and submitted for approval to the Contracting Officer, prior to travel execution.

#### **11. Furnished Materials and Services**

##### **a. NATO Supplied:**

For on-site work, HQ SACT shall provide all necessary working space, office furniture, telephones (landline phones in accordance with HQ SACT regulations), computers (in accordance with HQ SACT regulations) 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.

**b. Contractor Supplied: For remote work, the contractor is responsible for providing all tools necessary.** Specific software licenses for cost analysts will not be provided by NATO and are expected to be provided by the contractor for the analysts working on-site and off-site.

#### **12. Physical Security**

##### **a. Personnel Clearances**

Contractor personnel shall be responsible for obtaining all needed security clearances prior to starting work at HQ SACT and shall maintain required level for the duration of the contract. All Contractors shall have a minimum of a SECRET security clearance (as issued by NATO or the respective national Department of Defence (DoD)). No clearance or waiver to this requirement shall be granted, and no Contractor shall be assigned without having the needed clearance in place. If the Contractor Company cannot assign personnel with the required **SECRET** security clearance on the start date, the Company shall be liable for bid non-compliance or immediate contract termination. The Contractor Company must certify that proposed candidates hold the appropriate clearance contract award/start. The Contractor Company is fully responsible for arranging all work visas.

##### **b. Building, Installation access**

The contractors are fully responsible for ensuring that they have all needed vehicle passes and decals, and individual access badges and documents for appropriate access to the NSA and HQ SACT facilities. The contractor Company shall submit requests for site access to SACT HQ, attention Security Office, at 7857 Blandy Road, Suite 100, Norfolk, VA 25551-2490,

**c. Electronic Devices**

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

**13. Security Considerations for the Deliverables**

**a. Security of Deliverables**

The possible security classification of the deliverables under the contracts may range from unclassified through NATO Secret.

**b. Intellectual Property Right (IPR)**

Specific information germane to IPR is articulated in the General Terms and Conditions that support this Contract. In every case, intellectual property, including inventions, discoveries, technical communications, processes, programs and records generated during the performance of duty under this contract shall remain the exclusive property of HQ SACT, unless otherwise specified or transferred to the contractor or a third party. This paragraph shall survive the termination of this contract.

**14. LABOUR CATEGORIES:**

**a. 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.)

**b. LC 1-62 referenced in IFIB-ACT-SACT-23-01 PARTS A-D**

**c.** The contractors (LC 63 - 73) should prove compliance with the following qualifications and experiences, in line with the intended task(s) listed in paragraph 4 of this SOW.

**d.** 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/personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

**LC63: Lifecycle Manager (1 candidate)**

- (1) Duties:
  - (a) Primarily with Task 1, 2, 3, and 4;
  - (b) Secondarily with and additional Tasks as directed by COTR.
- (2) Education: Master's University degree in a related field and general experience of project management and capability development.
- (3) Experience: Within the last ten (10) years.
  - (a) Programme/project management in the past ten years within a complex diverse and dynamic environment using PRINCE2 or PMI methodology.
  - (b) Field of capability development processes related to national/NATO military programme development and/or acquisition phases.
  - (c) Programme management leading teams, including mentoring and coaching, to ensure delivery of high-quality impactful work products on time.
  - (d) Minimum of two (2) years working with the NATO common funded Capability Delivery Governance Model for capability development and implementation.
  - (e) Minimum of two (2) years working in a multinational organization or NATO Command Structure/NATO Force Structure and familiarity with NATO agencies' role in capability development and implementation.
  - (f) Minimum of five (5) years' experience in a Programme Management Office function.

**LC63: 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 personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

Best Value Criteria:

**LABOUR CATEGORY 63: LIFECYCLE MANAGER**

(1 Candidate)

Cost estimator role providing oversight over all cost estimation support being provided.

**Proposed Candidate Name:**

**Proposed Candidate's Nationality:**

Requirement Description	Compliant or Non-Compliant
Minimum of one past performance citations within the last seven (7) 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	
Citizen of NATO member nation (Nationality must be indicated to include other citizenships)	

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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. <b>A SCORE OF ZERO IS NON-COMPLIANT UNLESS SPECIFIED</b>	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score
1. Candidate has a Masters University degree in a related field or degree and general experience of project management and capability development.	No Degree: 0 points Bachelor's Degree with Experience: 1 point Master's Degree With Experience: 2-5 points		
2. Candidate has at least 10 years of experience in Programme/Project Management experience in the past ten (10) years within a complex, diverse and dynamic environment using PRINCE2 or PMI methodology.	Non-compliant: 0 points Limited experience with PRINCE2 or PMI Methodology: 1-5 points Moderate with PRINCE2 or PMI Methodology: 6-10 points Extensive experience with PRINCE2 or PMI Methodology: 11-15 points		
3. Demonstrated experience in the past ten (10) years in the field of capability development processes related to national / NATO military programme development and/or acquisition phases. <b><i>The bidder's response should clearly state the tasks personally undertaken and completed by the candidate.</i></b>	Non-compliant: 0 points Limited experience (1-2 years with tasks): 1-5 points Moderate experience (3-4 years with tasks): 6-10 points Extensive experience (over five years with tasks): 11-15 points		

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4. Demonstrated experience in the past ten (10) years in the field of programme management leading teams, to include mentoring and coaching, in programme management to ensure delivery of high-quality impactful work products on time. <b><i>The bidder's response should clearly state the tasks personally undertaken and completed by the candidate.</i></b>	Non-compliant: 0 points Limited experience (1-2 years with tasks): 1-5 points Moderate experience (3-4 years with tasks): 6-10 points Extensive experience (over five years with tasks): 11-15 points		
5. Minimum of two (2) years within the last ten (10) years' experience working with the NATO Common Funded Capability Delivery Governance Model for capability development and implementation.	Less than 2 years: 0 points 2 – 4 years: 1-8 points Over 4 years: 9-15 points		
6. Minimum of two (2) years within the last ten (10) years' experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in capability development and implementation.	Less than 2 years: 0 points 2 – 4 years: 1-8 points Over 4 years: 9-15 points		
7. Minimum of five (5) years within the last ten (10) years' experience in a Programme Management Office function	Less than 5 years: 0 points 5-9 years: 1-5 points Over 9 years: 6-10 points		
8. P3O graduate or equivalent certificate.	NO: 0 points YES: 10 points		
<b>Proposed candidate meets the minimum of 70 Points in the Subject Matter Expert Criteria</b>	<b>70 points or higher – Compliant</b> <b>Less than 70 Points – Non-compliant</b>		

**LC64: Programme Financial Cost Estimation Analyst (1 candidate)**

**Cost estimator role providing oversight over all cost estimation support being provided.**

(1) Duties:

- (a) Primarily with Task 2, 5, 13 and 14;
- (b) Secondarily with any additional Tasks as directed by COTR.

(2) Education: Bachelor's University degree in a related field or in business management, economics, or mathematics, or other equivalent discipline.

(3) Experience: Within the last ten (10) years.

- (a) Minimum of five (5) years' experience in leading teams in cost/schedule estimation of communications/information software systems within a complex, diverse, and dynamic environment.
- (b) Experience of capability development processes related to national/NATO military programme development and/or acquisition phases.
- (c) Experience of programme management cost estimation preferably using SEER or Trueplanning, Crystal Ball, or ACEIT software. Ability to work with parametric lifecycle software tools for cost estimating and analysis. An expert in the use of Microsoft Excel software and familiar with the use of other computer-based support tools.
- (d) Minimum of two (2) years working with the NATO Common Funded Capability Delivery Governance Model for capability development.
- (e) Minimum of three (3) years in a Programme Management Office function executing cost estimation.
- (f) Minimum of one (1) year working with an Integrated Resources Information System, and the assigning of the alphanumeric numbering for Programmes and Projects.
- (g) Minimum of one (1) year working with the financial mapping of programme costs.



**LC64: 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 personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

Best Value Criteria:

**LABOUR CATEGORY 64: PROGRAMME FINANCIAL COST ESTIMATION ANALYST  
(1 Candidate)**

**Proposed Candidate Name:**

**Proposed Candidate's Nationality:**

Item	Compliant or Non-Compliant
Minimum of one past performance citations within the last seven (7) 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	
Citizen of NATO member nation (Nationality must be indicated to include other citizenships)	

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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. <b>A SCORE OF ZERO IS NON-COMPLIANT UNLESS SPECIFIED</b>	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score
1.Candidate has a Bachelor's University degree in a related field or degree in business management, economics, or mathematics, or another equivalent or closely related discipline from a recognised university	No Degree: 0 points Bachelor's Degree with no Experience: 1 point Bachelor's Degree With Experience:2-5 points		
2. Candidate has at least five (5) years of experience in leading teams in cost/schedule estimation of communications/ information software systems in the past ten (10) years within a complex, diverse and dynamic environment.	Non-compliant: 0 points Limited experience (5-6 years): 1-5 points Moderate project experience (7-8 years): 6-10 points Extensive experience (over 8 years): 11-15 points		
3. Demonstrated experience in the past ten (10) years in the field of capability development processes related to national / NATO military programme development and/or acquisition phases. <b><i>The bidder's response should clearly state the tasks personally undertaken and completed by the candidate.</i></b>	Non-compliant: 0 points Limited experience (1-3 years):1-3 points Moderate experience (4-7 years):4-7 points Extensive experience (over 8 years): 8-10 points		

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4. Demonstrated experience in the past ten (10) years in the field of programme management cost estimation preferably using SEER or Trueplanning, Crystal Ball or ACEIT software. Proven ability to work with parametric lifecycle SW tools for cost estimating and analysis (Trueplanning or SEER), Monte Carlo simulation tools (Crystal Ball or ACEIT) and be an expert in the use of MS Excel software and be familiar with the use of other computer-based support tools including MS Word.	Non-compliant: 0 points Limited experience (1-2 years with tasks): 1-5 points Moderate experience (3-5 years with tasks): 6-10 points Extensive experience (over 5 years with tasks): 11-15 points		
5. Minimum of two (2) years within the last (10) years' experience working with the NATO Common Funded Capability Delivery Governance Model for capability development.	Less than 2 years: 0 points 2 – 4 years: 1-3 points Over 4 years: 4-5 points		
6. Minimum of two (2) years within the last (10) years' experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in capability development and implementation.	Less than 2 years: 0 points 2-4 years: 1-3 points Over 4 years: 4-5 points		
7. Minimum of three (3) years within the last (10) years' experience in a Programme Management Office function executing cost estimation.	Less than 3 years: 0 points 3-5 years: 1-5 points Over 5 years: 6-10 points		
8. Minimum of one (1) year out of the last ten (10) years of producing cost estimation.	Less than 1 : 0 points 1-2 years: 1-3 points Over 2 years: 4-5 points		

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9. Minimum of one (1) year out of the last ten (10) years of producing cost and schedule tolerances.	Less than 1 : 0 points 1-2 years: 1-5 points Over 2 years: 6-10 points		
10. Minimum of one (1) year of the last ten (10) years working with an Integrated Resources Information System, and the assigning of the alphanumeric numbering for Programmes and Projects	Less than 1 : 0 points 1-2 years: 1-5 points Over 2 years: 6-10 points		
11. Minimum of one (1) year of the last ten (10) years working with the financial mapping of programme costs in a PMO environment.	Less than 1 : 0 points 1-2 years: 1 -5 points Over 2 years: 6-10 points		
<b>Proposed candidate meets the minimum of 70 Points in the Subject Matter Expert Criteria</b>	<b>70 points or higher – Compliant</b> <b>Less than 70 Points – Non-compliant</b>		

**LC65 - LC66: Financial Cost Estimation Analyst (5 Candidates)**

***One candidate is on-site and four candidates are remote.***

- (1) Duties:
  - (a) Primarily with Task 2, 5, 13 and 14;
  - (b) Secondly with any additional Tasks as directed by COTR.
- (2) Education: Bachelor's University degree in a related field or in business management, economics, or mathematics, or other equivalent discipline.
- (3) Experience: Within the last ten (10) years.
  - (a) Minimum of five (5) years' experience in leading teams in cost/schedule estimation of communications/information software systems within a complex, diverse, and dynamic environment.
  - (b) Experience of capability development processes related to national/NATO military programme development and/or acquisition phases.
  - (c) Experience of programme management cost estimation preferably using SEER or Trueplanning, Crystal Ball, or ACEIT software. Ability to work with parametric lifecycle software tools for cost estimating and analysis. An expert in the use of Microsoft Excel software and familiar with the use of other computer-based support tools.
  - (d) Minimum of two (2) years working with the NATO Common Funded Capability Delivery Governance Model for capability development.
  - (e) Minimum of two (2) years working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in capability development and implementation.
  - (f) Minimum of three (3) years in a Programme Management Office executing quality assurance risk management, and processing lessons learned.
  - (g) Minimum of two (2) years in effective quality assurance to include quality control on management products, standardization compliance, and execution of quality reviews.
  - (h) Minimum of six (6) months producing cost estimation.

**LC65 - 66: 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 personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

Best Value Criteria:

**LABOUR CATEGORY 65 - 66: FINANCIAL COST ESTIMATION ANALYST**

(5 Candidates, LC 65 is for on-site and LC 66 is for remote, at least 1 must be on-site)

**EACH PROPOSED CANDIDATE MUST HAVE AN INDIVIDUAL MATRIX PROVIDED**

Requirement Description	Compliant or Non-Compliant
Minimum of one past performance citations within the last seven (7) 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	
Citizen of NATO member nation (Nationality must be indicated to include other citizenships)	

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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. <b>A SCORE OF ZERO IS NON-COMPLIANT UNLESS SPECIFIED</b>	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score
1.Candidate has a Bachelor's University degree in a related field or degree in business management, economics, or mathematics, or another equivalent or closely related discipline from a recognised university	No Degree: 0 points Bachelor's Degree with no Experience: 1 point Bachelor's Degree With Experience: 2-5 points		
2. Candidate has at least five (5) years of experience in cost/schedule estimation of defence capability development of communications/ information software systems in the past ten (10) years within a complex, diverse and dynamic environment.	Non-compliant: 0 points Limited program and project experience (1-4 years): 1-5 points Moderate project experience (5-7 years): 6-10 points Extensive experience (over 8 years): 11-15 points		
3. Demonstrated experience in the past ten (10) years in the field of capability development processes related to national / NATO military programme development and/or acquisition phases.	Non-compliant: 0 points Limited experience (1-3 years):1-3 points Moderate experience (4-7 years):4-7 points Extensive experience (over 8 years): 8-10 points		

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<p>4. Demonstrated experience in the past ten (10) years in the field of programme management cost estimation, preferably using SEER or Trueplanning, Crystal Ball or ACEIT software.</p> <p>Proven ability to work with parametric lifecycle SW tools for cost estimating and analysis (Trueplanning or SEER), Monte Carlo simulation tools (Crystal Ball or ACEIT) and be an expert in the use of MS Excel software and be familiar with the use of other computer-based support tools including MS Word.</p>	<p>Non-compliant: 0 points  Limited experience (1-2 years with tasks):1-5 points  Moderate experience (3-5 years with tasks):4-8 points  Extensive experience (over six years with tasks and software) : 8-10 points</p>		
<p>5. Minimum of two (2) years within the last (10) years' experience working with the NATO Common Funded Capability Delivery Governance Model for capability development and implementation or national capability development and implementation.</p>	<p>Less than 2 years: 0 points  2 – 4 years: 1-5 points  Over 4 years: 6-10 points</p>		
<p>6. Minimum of two (2) years within the last (10) years' experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in capability development and implementation.</p>	<p>Less than 2 years: 0 points  2 – 4 years: 1-5 points  Over 4 years: 6-10 points</p>		
<p>7. Minimum of three (3) years within the last (10) years' experience in a Programme Management Office executing quality assurance risk management, and processing lessons learned.</p>	<p>Less than 3 years: 0 points  3-5 years: 1-5 points  Over 5 years: 6-10 points</p>		



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8. Minimum of two (2) years within the last (10) years' experience in effective quality assurance to include, quality control on management products, standardization compliance, and execution of quality reviews.	Less than 2 years: 0 points 2 – 4 years: 1-5 points Over 4 years: 6-10 points		
9. Minimum of six (6) months out of the last ten (10) years of producing cost estimation.	Less than 6 months : 0 points More than 6 months-2 years' experience: 1-5 points Over 2 years' experience: 6-10 points		
10. Minimum of six (6) months out of the last ten (10) years of producing cost and schedule tolerances.	Less than 6 months : 0 points More than 6 months-2 years' experience: 1-5 points Over 2 years' experience: 6-10 points		
<b>Proposed candidate meets the minimum of 70 Points in the Subject Matter Expert Criteria</b>	<b>70 points or higher – Compliant</b> <b>Less than 70 Points – Non-compliant</b>		

**LC67: Programme Analyst – Standardization (1 candidate)**

- (2) Duties:
  - (a) Primarily with Tasks 2, 3, 4, 7, 6, 8, 9, 10 and 11;
  - (b) Secondarily with any additional Tasks as directed by COTR.
  
- (2) Education: Bachelor's University degree in a related field or degree and general experience of project management and capability development.
  
- (3) Experience: Within the last ten (10) years.
  - (a) Minimum of five (5) years of experience in Programme/Project Management experience within a complex, diverse and dynamic environment, preferably using PRINCE2 or PMI methodology.
  - (b) Experience in the field of capability development processes related to national / NATO military programme development and/or acquisition phases.
  - (c) Experience in the field of programme management to include standardization, reporting, risk management, benefits realization, information management, process development and mentoring & coaching.
  - (d) Minimum of two (2) years' experience working with the NATO Common Funded Capability Delivery Governance Model for capability development and implementation.
  - (e) Minimum of two (2) years' experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in capability development and implementations.
  - (f) Minimum of two (2) years' experience in a Programme Management Office function executing quality management.
  - (g) Minimum of two (2) years' experience in the development of standards, processes, quality assurance and best practices.

**LC 67: 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 personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

Best Value Criteria:

**LABOUR CATEGORY 67: PROGRAMME ANALYST STANDARDIZATION**

(1 Candidate)

**Proposed Candidate Name:**

**Proposed Candidate's Nationality:**

Requirement Description	Compliant or Non-Compliant
Minimum of one past performance citations within the last seven (7) 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	
Citizen of NATO member nation (Nationality must be indicated to include other citizenships)	

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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. <b>A SCORE OF ZERO IS NON-COMPLIANT UNLESS SPECIFIED</b>	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score
1. Candidate has a Bachelor's University degree in a related field or degree and general experience of project management and capability development.	No Degree: 0 points Bachelor's Degree with no Experience: 1 point Bachelor's Degree With Experience: 2-5 points		
2. Candidate has at least five (5) years of experience in Programme/Project Management in the past ten (10) years within a complex, diverse and dynamic environment, preferably using PRINCE2 or PMI methodology.	Non-compliant: 0 points Limited experience using PRINCE2 or PMI methodology (1-3 years): 1-5 points Moderate experience using PRINCE2 or PMI methodology (4-5 years): 6-10 points Extensive experience using PRINCE2 or PMI methodology (Over 5 years): 11-15 points		
3. Demonstrated experience in the past ten (10) years in the field of capability development processes related to national / NATO military programme development and/or acquisition phases. <b><i>The bidder's response should clearly state the tasks personally undertaken and completed by the candidate.</i></b>	Non-compliant: 0 points Limited experience (1-3 years): 1-3 points Moderate experience (4-7 years): 4-7 points Extensive experience (over 8 years): 8-10 points		

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4. Demonstrated experience in the past ten (10) years in the field of programme management to include standardization, reporting, risk management, benefits realization, information management, process development and mentoring & coaching. <b><i>The bidder's response should clearly state the tasks personally undertaken and completed by the candidate.</i></b>	Non-compliant: 0 points Limited experience (1-3 years with tasks): 1-5 points Moderate experience (4-5 years with tasks): 6-10 points Extensive experience (over 5 years' experience with tasks): 11-15 points		
5. Minimum of two (2) years within the last ten (10) years' experience working with the NATO Common Funded Capability Delivery Governance Model for capability development and implementation.	Less than 2 years: 0 points Limited experience (2-3 years with tasks): 1-5 points Moderate experience (4-5 years with tasks): 6-10 points Extensive experience (over 5 years' experience with tasks): 11-15 points		
6. Minimum of two (2) years within the last ten (10) years' experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in capability development and implementations.	Less than 2 years: 0 points Limited experience (2-3 years): 1-3 points Moderate experience (4-5 years): 4-7 points Extensive experience (over 5 years): 8-10 points		
7. Minimum of two (2) years within the last ten (10) years' experience in a Programme Management Office function executing quality management.	Less than 2 years: 0 points Limited experience (2-3 years with tasks): 1-5 points Moderate experience (4-5 years with tasks) :6-10 points Extensive experience (over 5 years' experience with tasks): 11-15 points		

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8. Minimum of two (2) years within the last ten (10) years' experience in the development of standards, processes, quality assurance and best practices with the capability development process.	Less than 2 years: 0 points Limited experience (2-3 years with tasks):1-5 points Moderate experience (4-5 years with tasks) :6-10 points Extensive experience (over 5 years' experience with tasks): 11-15 points		
<b>Proposed candidate meets the minimum of 70 Points in the Subject Matter Expert Criteria</b>	<b>70 points or higher – Compliant</b> <b>Less than 70 Points – Non-compliant</b>		

**LC68: Programme Analyst – Reporting (1 candidate)**

- (1) Duties:
  - (a) Primarily with Tasks 1, 2, 3, 5, and 11;
  - (b) Secondarily with any additional Tasks as directed by COTR.
- (2) Education: Bachelor's University degree in a related field or degree and general experience of project management and capability development.
- (3) Experience: Within the last ten (10) years.
  - (a) Minimum of five (5) years of experience in Programme/Project Management experience within a complex, diverse and dynamic environment, preferably using PRINCE2 or PMI methodology.
  - (b) Experience in the field of capability development processes related to national / NATO military programme development and/or acquisition phases.
  - (c) Experience in the field of programme management to prioritization, dependency development, reporting, benefits realisation management, information management, consultancy and mentoring & coaching.
  - (d) Minimum of two (2) years' experience working with the NATO Common Funded Capability Delivery Governance Model for capability development and implementation.
  - (e) Minimum of two (2) years' experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in capability development and implementation.
  - (f) Minimum of two (2) years' experience in a Programme Management Office function executing reporting and information management.
  - (g) Minimum of two (2) years' experience in effective oral and written communication including briefing and coordination with different international stakeholders.

**LC 68: 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 personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

Best Value Criteria:

**LABOUR CATEGORY 68: PROGRAMME ANALYST REPORTING**

(1 Candidate)

**Proposed Candidate Name:**

**Proposed Candidate's Nationality:**

Requirement Description	Compliant or Non-Compliant
Minimum of one past performance citations within the last seven (7) 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	
Citizen of NATO member nation (Nationality must be indicated to include other citizenships)	



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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. <b>A SCORE OF ZERO IS NON-COMPLIANT UNLESS SPECIFIED</b>	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score
1. Candidate has a Bachelor's University degree in a related field or degree and general experience of project management and capability development.	No Degree: 0 points Bachelor's Degree with no Experience: 1 point Bachelor's Degree With Experience: 2-5 points		
2. Candidate has at least five (5) years of experience in Programme/Project Management experience in the past ten (10) years within a complex, diverse and dynamic environment, preferably using PRINCE2 or PMI methodology.	Non-compliant: 0 points Limited experience with PRINCE2 or PMI Methodology: 1-5 points Moderate with PRINCE2 or PMI Methodology: 6-10 points Extensive experience with PRINCE2 or PMI Methodology: 11-15 points		
3. Demonstrated experience in the past ten (10) years in the field of capability development processes related to national / NATO military programme development and/or acquisition phases. <b><i>The bidder's response should clearly state the tasks personally undertaken and completed by the candidate.</i></b>	Non-compliant: 0 points Limited experience (1-3 years): 1-3 points Moderate experience (4-7 years): 4-7 points Extensive experience (over 8 years): 8-10 points		

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4. Demonstrated experience in the past ten (10) years in the field of programme management to prioritization, dependency development, reporting, benefits realisation management, information management, consultancy and mentoring & coaching. <b><i>The bidder's response should clearly state the tasks personally undertaken and completed by the candidate.</i></b>	Non-compliant: 0 points Limited experience (1-3 years with tasks): 1-5 points Moderate experience (4-5 years with tasks) : 6-10 points Extensive experience (over 5 years' experience with tasks): 11-15 points		
5. Minimum of two (2) years within the last ten (10) years' experience working with the NATO Common Funded Capability Delivery Governance Model for capability development and implementation.	Less than 2 years: 0 points Limited experience (2-3 years with tasks): 1-5 points Moderate experience (4-5 years with tasks): 6-10 points Extensive experience (over 5 years' experience with tasks): 11-15 points		
6. Minimum of two (2) years within the last ten (10) years' experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in capability development and implementation.	Less than 2 years: 0 points Limited experience (2-3 years): 1-3 points Moderate experience (4-5 years): 4-7 points Extensive experience (over 5 years): 8-10 points		
7. Minimum of two (2) years within the last ten (10) years' experience in a Programme Management Office function executing reporting and information management.	Less than 2 years: 0 points Limited experience (2-3 years with tasks): 1-5 points Moderate experience (4-5 years with tasks): 6-10 points Extensive experience (over 5 years' experience with tasks): 11-15 points		

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8. Minimum of two (2) years within the last ten (10) years' experience in effective oral and written communication including briefing and coordination with different international stakeholders.	Less than 2 years: 0 points Limited experience (2-3 years): 1-5 points Moderate experience (4-5 years): 6-10 points Extensive experience (over 5 years): 11-15 points		
<b>Proposed candidate meets the minimum of 70 Points in the Subject Matter Expert Criteria</b>	<b>70 points or higher – Compliant</b> <b>Less than 70 Points – Non-compliant</b>		

**LC69: Programme Analyst – Quality Assurance (1 candidate)**

- (1) Duties:
  - (a) Primarily with Tasks 4, 7, 11, and 12;
  - (b) Secondarily with any additional Tasks as directed by COTR.
- (2) Education: Bachelor's University degree in a related field or degree and general experience of project management and capability development.
- (3) Experience: Within the last ten (10) years.
  - (a) Minimum of five (5) years of experience in Programme/Project Management experience within a complex, diverse and dynamic environment, preferably using PRINCE2 or PMI methodology.
  - (b) Demonstrated experience in the field of capability development processes related to national/NATO military programme development and/or acquisition phases.
  - (c) Demonstrated experience in the field of programme management in quality assurance, standardisation, risk management, and mentoring and coaching.
  - (d) Minimum of two (2) years' experience working with the NATO Common Funded Capability Delivery Governance Model for capability development and implementation.
  - (e) Minimum of two (2) years' experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in capability development and implementation.
  - (f) Minimum of three (3) years' experience in a Programme Management Office function or hold a P30 certificate.
  - (g) Minimum of three (3) years' experience in effective risk management, lessons learned, and quality assurance to include: quality control on management products, standardization compliance, and execution of quality reviews.

**LC 69: 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 personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

Best Value Criteria:

**LABOUR CATEGORY 69: PROGRAMME ANALYST QUALITY ASSURANCE**

(1 Candidate)

**Proposed Candidate Name:**

**Proposed Candidate's Nationality:**

Requirement Description	Compliant or Non-Compliant
Minimum of one past performance citations within the last seven (7) 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	
Citizen of NATO member nation (Nationality must be indicated to include other citizenships)	

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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. <b>A SCORE OF ZERO IS NON-COMPLIANT UNLESS SPECIFIED</b>	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score
1. Candidate has a Bachelor's University degree in a related field or degree and general experience of project management and capability development.	No Degree: 0 points Bachelor's Degree with no Experience: 1 point Bachelor's Degree With Experience: 2-5 points		
2. Candidate has at least five (5) years of experience in Programme/Project Management experience in the past ten (10) years within a complex, diverse and dynamic environment, preferably using PRINCE2 or PMI methodology.	Non-compliant: 0 points Limited experience using PRINCE2 or PMI methodology (1-3 years): 1-5 points Moderate experience using PRINCE2 or PMI methodology (4-5 years): 6-10 points Extensive experience using PRINCE2 or PMI methodology (over 5 years): 11-15 points		
3. Demonstrated experience in the past ten (10) years in the field of capability development processes related to national / NATO military programme development and/or acquisition phases. <b><i>The bidder's response should clearly state the tasks personally undertaken and completed by the candidate.</i></b>	Non-compliant: 0 points Limited experience (1-3 years): 1-3 points Moderate experience (4-7 years): 4-7 points Extensive experience (over 8 years): 8-10 points		

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4. Demonstrated experience in the past ten (10) years in the field of programme management in quality assurance, standardisation, risk management, and mentoring and coaching. <b><i>The bidder's response should clearly state the tasks personally undertaken and completed by the candidate.</i></b>	Non-compliant: 0 points Limited experience (1-3 years with tasks):1-5 points Moderate experience (4-5 years with tasks) :6-10 points Extensive experience (over 5 years' experience with tasks): 11-15 points		
5. Minimum of two (2) years within the last ten (10) years' experience working with the NATO Common Funded Capability Delivery Governance Model for capability development and implementation.	Less than 2 years: 0 points Limited experience (2-3 years): 1-5 points Moderate experience (4-5 years): 6-10 points Extensive experience (over 5 years): 11-15 points		
6. Minimum of two (2) years within the last ten (10) years' experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in capability development and implementation.	Less than 2 years: 0 points Limited experience (2-3 years): 1-3 points Moderate experience (4-5 years): 4-7 points Extensive experience (over 5 years): 8-10 points		
7. Minimum of three (3) years within the last ten (10) years' experience in a Programme Management Office function or hold a P30 certificate.	Less than 3 years: 0 points Limited experience (3-4 years): 1-5 points Moderate experience (4-5 years): 5-10 points Extensive experience (over 5 years and/or P30 Cert): 11-15 points		

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8. Minimum of three (3) years within the last ten (10) years' experience in effective risk management, lessons learned, and quality assurance to include: quality control on management products, standardization compliance, and execution of quality reviews.	Less than 3 years: 0 points Limited experience (3-4 years): 1-5 points Moderate experience (4-5 years): 6-10 points Extensive experience (over 6 years): 11-15 points		
<b>Proposed candidate meets the minimum of 70 Points in the Subject Matter Expert Criteria</b>	<b>70 points or higher – Compliant</b> <b>Less than 70 Points – Non-compliant</b>		



**LC70: Software Solutions Architect (1 candidate)**

(1) Duties:

- (a) Primarily with Tasks 9 and 10;
- (b) Secondly with any additional Tasks as directed by COTR.

(2) Education: Bachelor's University degree in computer science or telecommunications or information systems and technology or another equivalent or closely related discipline.

(3) Experience: Within the last ten (10) years.

- (a) Minimum of seven (7) years' experience with design and documentation of web application development.
- (b) Experience in the field of web application development such as web design and web development for a corporate website or equivalent as well as database design/integration, preferably for centralizing information for capability development.
- (c) Experience of web application architecture and technologies such as client-server relation, HTTP/S, JSON, HTML, CSS, JavaScript, TypeScript, React, T-SQL (SQL Server Management Studio SSMS). CompTIA security certification preferred.
- (d) Minimum of two (2) years' experience working with the NATO Common Funded Capability Delivery Governance Model for capability development and implementation.
- (e) Minimum of two (2) years' experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in capability development and implementation.
- (f) Minimum of three (3) years' experience in content management and understanding of information and knowledge management issues, including stakeholder engagement and customer requirement management.
- (g) Minimum of three (3) years' experience with automated testing of web applications.

**LC 70: 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 personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

Best Value Criteria:

**LABOUR CATEGORY 70: SOFTWARE SOLUTIONS ARCHITECT**

(1 Candidate)

**Proposed Candidate Name:**

**Proposed Candidate's Nationality:**

<b>Requirement Description</b>	<b>Compliant or Non-Compliant</b>
Minimum of one past performance citations within the last seven (7) 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	
Citizen of NATO member nation (Nationality must be indicated to include other citizenships)	

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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. <b>A SCORE OF ZERO IS NON-COMPLIANT UNLESS SPECIFIED</b>	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score
1. Candidate has a Bachelor's University degree in computer science or telecommunications or information systems and technology or another equivalent or closely related discipline.	No Degree: 0 points Bachelor's Degree with no Experience: 1 point Bachelor's Degree With Experience: 2-5 points		
2. Candidate has at least seven (7) years' experience with design and documentation of web application development.	Less than 7 years: 0 points Limited design and documentation of web application development experience (7 years): 1-5 points Moderate project experience (8 years): 6-10 points Extensive experience (over 8 years): 11-15 points		
3. Demonstrated experience in the past ten (10) years in the field of web application development such as web design and web development for a corporate website or equivalent as well as database design/integration (preferably for centralizing information for capability development); <b><i>The bidder's response should clearly state the tasks personally undertaken and completed by the candidate.</i></b>	Non-compliant: 0 points Limited experience (1-3 years with tasks): 1-5 points Moderate experience (4-5 years with tasks) : 6-10 points Extensive experience (over 5 years' experience with tasks): 11-15 points		

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4. Demonstrated experience of web application architecture and technologies such as client-server relation, HTTP/S, JSON, HTML, CSS, JavaScript, TypeScript, React, T-SQL (SQL Server Management Studio SSMS). <u>CompTIA security certification preferred</u> <b><i>The bidder's response should clearly state the tasks personally undertaken and completed by the candidate.</i></b>	Non-compliant: 0 points Limited experience (1-3 years with tasks): 1-5 points Moderate experience (4-5 years with tasks): 6-10 points Extensive experience (over 5 years' experience with tasks) and certification: 11-15 points		
5. Minimum of two (2) years within the last ten (10) years' experience working with the NATO Common Funded Capability Delivery Governance Model for capability development and implementation.	Less than 2 years: 0 points 2-4 years: 1-8 points Over 4 years: 9-15 points		
6. Minimum of two (2) years within the last ten (10) years' experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in capability development and implementation.	Less than 2 years: 0 points 2-4 years: 1-5 points Over 4 years: 6-10 points		
7. Minimum of three (3) years within the last (10) years' experience in content management and understanding of information and knowledge management issues, including stakeholder engagement and customer requirement management.	Less than 3 years: 0 points 3-5 years: 1-8 points Over 5 years: 9-15 points		
8. Minimum of three (3) years' experience with automated testing of web applications.	Less than 3 years: 0 points 3-5 years: 1-5 points Over 5 years: 6-10 points		
<b>Proposed candidate meets the minimum of 70 Points in the Subject Matter Expert Criteria</b>	<b>70 points or higher – Compliant</b> <b>Less than 70 Points – Non-compliant</b>		

**LC71: PMO Information Management Tool Developer/Analyst (1 Candidate)**

- (1) Duties:
  - (a) Primarily with Task 10;
  - (b) Secondarily with any additional Tasks as directed by COTR.
- (2) Education: Bachelor's University degree in computer science or telecommunications or information systems and technology or another equivalent or closely related discipline. Significant experience may be considered in lieu of a degree.
- (3) Experience: Within the last ten (10) years.
  - (a) Minimum of five (5) years' experience with design and documentation of web application development.
  - (b) Minimum of two (2) years' experience in the field of web application development such as web design and web development for a corporate website or equivalent as well as database design/integration, preferably for centralizing information for capability development.
  - (c) Minimum of two (2) years' Experience of web application architecture and technologies such as client-server relation, HTTP/S, JSON, HTML, CSS, JavaScript, TypeScript, React, T-SQL (SQL Server Management Studio SSMS). CompTIA security certification preferred.
  - (d) Minimum of one (1) years' experience working with the NATO Common Funded Capability Delivery Governance Model for capability development and implementation.
  - (e) Minimum of two (2) years' experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in capability development and implementation.
  - (f) Minimum of three (3) years' experience in content management and understanding of information and knowledge management issues.
  - (g) Minimum of three (3) years' experience with automated testing of web applications.

**LC 71: 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 personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

Best Value Criteria:

**LABOUR CATEGORY 71: INFORMATION MANAGEMENT TOOL  
DEVELOPER/ANALYST**

(1 Candidate)

**Proposed Candidate Name:**

**Proposed Candidate's Nationality:**

Requirement Description	Compliant or Non-Compliant
Minimum of one past performance citations within the last seven (7) 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	
Citizen of NATO member nation (Nationality must be indicated to include other citizenships)	

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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. <b>A SCORE OF ZERO IS NON-COMPLIANT UNLESS SPECIFIED</b>	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score
1. Candidate has a Bachelor's University degree in computer science or telecommunications or information systems and technology or another equivalent or closely related discipline. Significant experience may be considered in lieu of a degree.	No Degree: 0 points Bachelor's Degree with no Experience: 1 point Bachelor's Degree With Experience: 2-5 points		
2. Candidate has at least five (5) years' experience with design and documentation of web application development.	Less than 5 years: 0 points Moderate experience (5-7 years): 1-8 points Extensive experience (Over 8 years): 9-15 points		
3. Demonstrated two (2) years' experience in the past ten (10) years in the field of web application development such as web design and web development for a corporate website or equivalent as well as database design/integration (preferably for centralizing information for capability development); <b><i>The bidder's response should clearly state the tasks personally undertaken and completed by the candidate.</i></b>	Less than 2 years: 0 points Limited experience (2-3 years): 1-5 points Moderate experience (3-5 years): 6-10 points Extensive experience (over 5 years): 11-15 points		

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4. Minimum of two (2) years' Demonstrated experience of web application architecture and technologies such as client-server relation, HTTP/S, JSON, HTML, CSS, JavaScript, TypeScript, React, T-SQL (SQL Server Management Studio SSMS). <u>CompTIA security certification preferred</u> <b>The bidder's response should clearly state the tasks personally undertaken and completed by the candidate.</b>	Less than 2 years: 0 points Limited experience (2-3 years): 1-5 points Moderate experience (3-5 years): 6-10 points Extensive experience (over 5 years): 11-15 points		
5. Minimum of one (1) year within the last ten (10) years' experience working with the NATO Common Funded Capability Delivery Governance Model for capability development and implementation.	Less than 1 year: 0 points Moderate experience (1-2 years): 1-8 points Extensive experience (over 2 years): 9-15 points		
6. Minimum of two (2) years within the last ten (10) years' experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in capability development and implementation.	Less than 2 years: 0 points Moderate experience (2-4 years): 1-5 points Extensive experience (over 4 years): 6-10 points		
7. Minimum of three (3) years within the last ten (10) years' experience in content management and understanding of information and knowledge management issues.	Less than 3 years: 0 points Moderate experience (3-5 years): 1-8 points Extensive experience (over 5 years): 9-15 points		
8. Minimum of three (3) years' experience with automated testing of web applications.	Less than 3 years: 0 points Moderate experience (3-5 years): 1-5 points Extensive experience (over 5 years): 6-10 points		
<b>Proposed candidate meets the minimum of 70 Points in the Subject Matter Expert Criteria</b>	<b>70 points or higher – Compliant</b> <b>Less than 70 Points – Non-compliant</b>		



**LC72: Information Management Application Developer/Analyst (1 Candidate)**

- (1) Duties:
  - (a) Primarily with Task 10;
  - (b) Secondarily with any additional Tasks as directed by COTR.
- (2) Education: Bachelor's University degree in computer science or telecommunications or information systems and technology or another equivalent or closely related discipline.
- (3) Experience: Within the last ten (10) years.
  - (a) Minimum of seven (7) years' experience in SharePoint (2013, 2016 and 2019) including database development and use.
  - (b) Minimum of three (3) years' Experience in the field of web application development such as web design and web development for a corporate website or equivalent (SQL server and web design tools) as well as database design/integration, preferably for centralizing information for capability development.
  - (c) Experience with MS Project Server or other programme management tools.
  - (d) Minimum of one (1) years' experience working with the NATO Common Funded Capability Delivery Governance Model for capability development and implementation with knowledge about the Programme Management Office.
  - (e) Minimum of two (2) years' experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in capability development and implementation.
  - (f) Minimum of three (3) years' experience in content management and understanding of information and knowledge management issues.
  - (g) Minimum of three (3) years' experience with web based applications and the automated testing of web applications

**LC 72: 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 personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

Best Value Criteria:

**LABOUR CATEGORY 72: INFORMATION MANAGEMENT APPLICATION  
DEVELOPER/ANALYST**

(1 Candidate)

**Proposed Candidate Name:**

**Proposed Candidate's Nationality:**

Requirement Description	Compliant or Non-Compliant
Minimum of one past performance citations within the last seven (7) 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	
Citizen of NATO member nation (Nationality must be indicated to include other citizenships)	

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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. <b>A SCORE OF ZERO IS NON-COMPLIANT UNLESS SPECIFIED</b>	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score
1. Candidate has a Bachelor's University degree in computer science or telecommunications or information systems and technology or another equivalent or closely related discipline.	No Degree: 0 points Bachelor's Degree with no Experience: 1 point Bachelor's Degree With Experience:2-5 points		
2. Candidate has at least seven (7) years' minimum experience in SharePoint (2013, 2016 and 2019) including database development and use.	Less than 7 years - 0 points More 7 years' experience - 1-15 points		
3. Minimum of three (3) years' demonstrated experience in the past ten (10) years in the field of web application development such as web design and web development for a corporate website or equivalent (SQL server and web design tools) as well as database design/integration (preferably for centralizing information for capability development); <b><i>The bidder's response should clearly state the tasks personally undertaken and completed by the candidate.</i></b>	Less than 3 years – 0 points Moderate experience (3-5) years:1-8 points Extensive experience (over 5 years): 9 - 15 points		

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4. Demonstrated experience with MS Project Server or other programme management tools. <b><i>The bidder's response should clearly state the tasks personally undertaken and completed by the candidate.</i></b>	No experience – 0 points Limited experience (1-3 years): 1-5 points Moderate experience (3-5 years): 6-10 points Extensive experience (over 5 years): 11-15 points		
5. Minimum of one (1) years within the last ten (10) years' experience working with the NATO Common Funded Capability Delivery Governance Model for capability development and implementation with knowledge about the Programme Management Office.	Less than 1 year: 0 points Moderate experience (1-2 years): 1-8 points Extensive experience (over 2 years): 11-15 points		
6. Minimum of two (2) years within the last ten (10) years' experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in capability development and implementation.	Less than 2 years: 0 points Moderate experience (2-4 years): 1-5 points Extensive experience (over 4 years): 6-10 points		
7. Minimum of three (3) years within the last ten (10) years' experience in content management and understanding of information and knowledge management issues.	Less than 3 years: 0 points Moderate experience (3-5 years): 1-8 points Extensive experience (over 5 years): 9-15 points		
8. Minimum of three (3) years' experience with web based applications and the automated testing of web applications.	Less than 3 years: 0 points Moderate experience (3-5 years): 1-5 points Extensive experience (over 5 years): 6-10 points		
<b>Proposed candidate meets the minimum of 70 Points in the Subject Matter Expert Criteria</b>	<b>70 points or higher – Compliant</b> <b>Less than 70 Points – Non-compliant</b>		

**LC73: NSIP Training and Capability Management Support (1 Candidate)**

- (1) Duties:
  - (a) Primarily with Task 1, 2, and 15;
  - (b) Secondarily with any additional Tasks as directed by COTR.
- (2) Education: Bachelor's/Masters or National equivalent in accounting, finance, project management or another equivalent or closely related discipline.
- (3) Experience: Within the last ten (10) years.
  - (a) Minimum of five (5) years of experience within NATO/Allied Command Transformation field of capability development processes related to common funded military acquisition.
  - (b) Minimum of five (5) years of Programme Management experience within a complex and dynamic environment focused on military capability development.
  - (c) Minimum of three (3) years' experience in management and delivery of complex capability programmes in a multinational environment under the new governance model arrangements.
  - (d) Expert in the field of NATO Security Investment Programme with a minimum of five (5) years' experience.
  - (e) PRINCE2 (or equivalent) Practitioner and Risk Management Practitioner with a minimum of five (5) years' experience.
  - (f) Knowledge about programme management and programme management office activities with proven mentoring experience of a minimum of three (3) years.
  - (g) Experience/ Knowledge about NATO at programme level within capability package process.

**LC 73: 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 personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

Best Value Criteria:

**LABOUR CATEGORY 73: NSIP TRAINING AND CAPABILITY MANAGEMENT SUPPORT**

(1 Candidate)

**Proposed Candidate Name:**

**Proposed Candidate's Nationality:**

Requirement Description	Compliant or Non-Compliant
Minimum of one past performance citations within the last seven (7) 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	
Citizen of NATO member nation (Nationality must be indicated to include other citizenships)	

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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. <b>A SCORE OF ZERO IS NON-COMPLIANT UNLESS SPECIFIED</b>	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score
1. Candidate has a Bachelor's/Masters or National equivalent in accounting, finance, project management or another equivalent or closely related discipline.	No Degree: 0 points Bachelor's Degree with no Experience: 1 point Bachelor's Degree With Experience: 2-5 points		
2. At least five (5) of the past ten (10) years of experience within NATO/Allied Command Transformation field of capability development processes related to common funded military acquisition.	Less than 5 years: 0 points Moderate experience (5-7 years): 1-8 points Extensive experience (over 7 years): 9-15 points		
3. At least five (5) years of Programme Management experience in the past ten (10) years within a complex and dynamic environment focused on military capability development; <b><i>The bidder's response should clearly state the tasks personally undertaken and completed by the candidate.</i></b>	Less than 5 years: 0 points Moderate experience (5-7 years): 1-8 points Extensive experience (over 7 years): 9-15 points		

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4. At least three (3) years' experience in management and delivery of complex capability programmes in a multinational environment under the new governance model arrangements; <b><i>The bidder's response should clearly state the tasks personally undertaken and completed by the candidate.</i></b>	Less than 3 years: 0 points Moderate experience (3-5 years): 1-8 points Extensive experience (over 5 years): 9-15 points		
5. Expert in the field of NATO Security Investment Programme with a minimum of five (5) years' experience.	Less than 5 years: 0 points Moderate experience (5-7 years): 1-8 points Extensive experience (over 7 years): 9-15 points		
6. PRINCE2 (or equivalent) Practitioner and Risk Management Practitioner with a minimum of five (5) years' experience.	Less than 5 years: 0 points Limited experience PRINCE2 or equivalent & Risk Management Practitioner (5 years): 1-5 points Moderate experience PRINCE2 or equivalent & Risk Management Practitioner (5-8 years): 6-10 points Extensive experience PRINCE2 or equivalent & Risk Management Practitioner (over 8 years): 11-15 points		
7. Knowledge about programme management and programme management office activities with proven mentoring experience of a minimum of three (3) years;	Less than 3 years: 0 points Moderate experience (3-5 years): 1-5 points Extensive experience (over 5 years): 6-10 points		
8. Experience/ Knowledge about NATO at programme level within capability package process.	Limited experience (1-2 years): 1-4 points Moderate experience (2-4) years: 5-8 points Extensive experience (over 4 years): 9-10 points		
<b>Proposed candidate meets the minimum of 70 Points in the Subject Matter Expert Criteria</b>	<b>70 points or higher – Compliant</b> <b>Less than 70 Points – Non-compliant</b>		



HQ SACT GENERAL TERMS AND CONDITIONS  
DATED 3 October 2023 ARE APPLICABLE TO  
THIS PROCUREMENT AND CAN BE LOCATED  
ON THE ACT WEBSITE AT  
[WWW.ACT.NATO.INT/CONTRACTING](http://WWW.ACT.NATO.INT/CONTRACTING) UNDER  
CONTRACTOR INFORMATION