NORTH ATLANTIC TREATY ORGANISATION

HEADQUARTERS SUPREME ALLIED COMMANDER
TRANSFORMATION 7857 BLANDY ROAD, SUITE 100

NORFOLK, VIRGINIA, 23551-2490

Invitation

For

International Bidding

IFIB-ACT-SACT-24-01 (PART A)

CAPABILITY DEVELOPMENT MANAGEMENT SUPPORT (CDMS)

Table of Contents

BIDDING INSTRUCTIONS

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

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

3. **Definitions**
   (a) The "Prospective Bidder" shall refer to the entity that has indicated thereon its intention without commitment, to participate in this IFIB.
   (b) The term "Bidder" shall refer to the bidding entity that has completed a bid in response to this IFIB.
   (c) The term "Contractor" shall refer to the bidding entity to whom the contract is awarded.
   (d) The term "Contracting Officer" designates the official who executes this IFIB on behalf of HQ SACT.
   (e) "Contracting Officer`s Technical Representative" or "COTR" is the official who is appointed for the purpose of determining compliance of the successful bid, per the technical specifications.
   (f) The term "HQ SACT" shall refer to Headquarters Supreme Allied Commander Transformation.
   (g) The term "ACT" shall refer to Allied Command Transformation.
   (h) The term "NATO" shall refer to the North Atlantic Treaty Organization.
   (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 key personnel on this requirement must be citizens of a NATO member nation.

5. **Duration of Contract**
   (a) The contract awarded shall be effective upon date of award.
   (b) Period of Performance:

   1) Base Period: 02 January 2024 – 31 December 2024,

Option Period One: 1 January 2025 – 31 December 2025,
Option Period Two: 1 January 2026 – 31 December 2026,
Option Period Three: 1 January 2027 – 31 December 2027,
Option Period Four: 1 January 2028 – 31 December 2028.

2) Each Labour Category will have specific Periods of Performance identified, <u>which can differ from the above dates</u>.
3) Option periods shall be exercised at the sole discretion of the HQ SACT Contracting Officer, based on satisfactory work performance, availability of funding, and ongoing evolving requirements.

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

7.   Amendment or Cancellation
(a) HQ SACT reserves the right to amend or delete any one or more of the terms, conditions or provisions of the IFIB prior to the date set for bid closing. A solicitation amendment or amendments shall announce such action.
(b) HQ SACT reserves the right to cancel, at any time, this IFIB either partially of 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 **20 November 23.**

(b) In lieu of a bidder's conference, HQ SACT invites bidders to submit technical and contractual questions not later than **20 November 23.**

(c) Information in response to all inquiries / requests for clarification to a prospective bidder shall be furnished to all prospective bidders at the following link: http://www.act.nato.int/contracting as a Question and Answer addendum. All such addendums and any necessary solicitation amendments shall be incorporated into this IFIB. Verbal Interpretations shall not be binding.

9. **Bid closing date**

(a) Bids shall be received at HQ SACT, Purchasing and Contracting Office, no later than **04 December 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.** Please see paragraph 12 for more details.

10. **Bid Validity**

(a) Bids shall be 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 **04 December 23, 0900 hours, Eastern Standard Time, Norfolk, Virginia, USA**.

(a) A table of contents for the entire proposal (See Enclosure #1):
(b) The bidder's full name, address, Point of Contacts, Telephone, Fax number; Internet site;
(c) Compliance statement (See Enclosure#2);
(d) Past performance (See Enclosure #3);
(e) List of key personnel.
(f) Provision of technical and price volumes (See Enclosure #4 –Excel Spreadsheet);
(g) Best Value Compliance matrix (See Annex A to Statement of Work).

12. **Proposal Submission**

(a) Proposals shall be submitted electronically in a two separate PDF documents, one containing the **Technical Proposal** and one containing the **Price Proposal,** each e-mailed separately to:

Technical proposal: techproposal@act.nato.int
Price proposal: priceproposal@act.nato.int

(b) E-mail subjects shall include the solicitation information along with **company name** (for example: IFIB -ACT-SACT-24-01_Part_A_Tech_ABC Inc. / IFIB -ACT- SACT-24-01_Part_A_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) 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 annotated on the Contract Award Report.

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 these requirements, HQ SACT reserves the right conduct pre-award discussions with proposed key personnel to accurately assess identified technical competencies. Discussions will be limited to scope of this IFIB and the evaluation criteria identified.

(c) Proposals shall be evaluated and awarded taking into consideration of the following factors:

1) Successful administrative submission of bid packages as requested in paragraph 11 and as listed in this IFIB.
2) Successful determination of compliance. (Compliant/Non- compliant).
3) Technical factors / pricing factors rated the following: Technical / Price =
70/30 (Best Value Compliant Offer).
4) The overall proposed hourly rates and the total hours indicated in the solicitation will be the basis of the Price Evaluation.
5) Technical clarifications as determined may be conducted.
6) Acceptance of HQ SACT General Terms and Conditions.

16.   Proposal Clarifications

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

17.   Award

(a) HQ SACT intends to award a firm fixed price contract(s) to the Offeror(s) whose proposal(s) represents the **Best Value** offer to NATO. **Partial awards are authorized.**

(b) HQ SACT will collect information from references provided by the Offeror in regard to its past performance. Contractors must provide authorization to contact references.

(c) HQ SACT reserves the right to negotiate minor deviations to the listed General Terms and Conditions to this IFIB.

18.   Communications

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

19. Terms & Conditions:

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 UNDER CONTRACTOR INFORMATION

20.   Points of Contact:
(PLEASE INCLUDE ALL THREE BELOW ON ALL CORRESPONDENCE)

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

(b) Catherine Giglio, ACT Contracting Officer,
757-747-3856, Catherine.Giglio@act.nato.int

(c) Robert McMaster, ACT Contracting Support,
Email only: Robert.mcmaster@act.nato.int

Enclosure 1: Proposal Content / Checklist

PROPOSAL CONTENT / CHECKLIST

Table of Contents

☐ Bidder's name, address, POC, Contact numbers, email address.

☐ Compliance Statement.

☐ Past Performance (including References).

☐ List of Key Personnel.

☐ Technical Proposal.

☐ Price Proposal (Excel worksheet – Annex A - provides mandatory price proposal format)

Enclosure 2: Compliance Statement

COMPLIANCE STATEMENT TO SEALED BID IFIB-ACT-SACT-24-01 (Part A)

It is hereby stated that our company has read and understands all documentation issued as part of IFIB-ACT-SACT-24-01 (PART A). Our company proposal submitted in response to the referenced solicitation is fully compliant with the provisions of IFIB-ACT-SACT-24-01 (PART A) and the intended contract with the following exception(s); such exemptions are considered non-substantial to the HQ SACT solicitation provisions issued.

<u>Clause</u>   <u>Description of Minor Deviation</u>.

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(If applicable, add another page)

Company:_____   Signature: _____

Name &Title:_____   Date:_____

Company Bid Reference: _____

Bidder's proposal must be based on full compliance with the terms, conditions and requirements of the IFIB and all future clarifications and/or amendments. The bidder may offer variations in specific implementation and operational details provided that the functional and performance requirements are fully satisfied. In case of conflict between the compliance statement and the detailed evidence or explanation furnished, the detailed evidence/comments shall take precedence/priority for the actual determination of compliance. Minor or non-substantial deviations may be accepted. Substantial changes

shall be considered non- responsive.

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

PAST PERFORMANCE INFORMATION FORM

(a)   Contracting Entity:

(b)   Contract No:

(c)   Type of Contract (Firm Fixed Price, IDIQ, Requirements):

(d)   Title of Contract:

(e)   Description of Work Performance and Relevance to Current

Acquisition (Type of facility, capacity, estimated patronage,

summary of staff used):

(f)   Contract Dollar Amount:

(g)   Period of Performance:

(h)   Name, Address, Fax and Telephone No. of Reference:

(i)   Indicate Whether Reference Acted as Prime or Sub-contractor:

(j)   Comments regarding compliance with contract terms and conditions:

(k)   Complete Contact Information for client:

(l)   Permission to contact client for

reference: Yes/ No

Name/Signature of Authorized Company Official

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

Enclosure 4 – Mandatory Price Proposal Excel Spreadsheet

Pricing shall be submitted using the excel workbook provided. Bidders may elect to submit a second PDF proposal for pricing as long as the excel workbook is provided as well.

Formulas have been added for convenience, however it is the company's responsibility to ensure that the formulas are correctly reflecting your expected bid proposal value.

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International Bidding

IFIB-ACT-SACT-24-01 (PART A)

CAPABILITY DEVELOPMENT MANAGEMENT SUPPORT (CDMS)

ANNEX A STATEMENT OF WORK (SOW)
FOR
CAPABILITY DEVELOPMENT MANAGEMENT SUPPORT (CDMS) (24-01 PART A)

1.   **Introduction**

a. **Allied Command Transformation (ACT)** is NATO's leading agent for change: driving, facilitating, and advocating the continuous improvement of Alliance capabilities to maintain and enhance the military relevance and effectiveness of the Alliance. The main objectives of ACT are: providing appropriate support to NATO missions and operations; leading NATO military transformation; improving relationships, interaction and practical cooperation with partners, nations and international organizations. ACT therefore leads Alliance concept development, capability development, training and lessons learned initiatives and provides unfettered military support to policy development within NATO.

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

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

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

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

d. **The Capability Requirements (CR) Branc**h will develop the Capability Requirements Brief and recommended courses of action to resolve issues associated with through the life cycle management of requirements using matrixed, cross-functional project-specific Requirements Management teams. The branch provides requirements development, traceability and quality assurance support; analysis support; and interoperability standards and requirements information to Capability Programme Managers and projects. The contractual support that is in direct support of this Branch will be based in Norfolk, Virginia, USA.

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

Branch will be based in Mons, Belgium.

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

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

h. **Strategic Plans and Policy (SPP)** supports Allied Command Transformation in formalizing military advice to shape future military strategy, political guidance, and other policy documents in support of NATO's strategic objectives. The directorate is responsible for drafting the Strategic Foresight Analysis and the Framework for Future Alliance Operations, as well as, other military concepts that shape future strategies, political guidance, our relations with partner nations and other international organizations – including the NATO Defense Planning Process. All of this work supports NATO preparation for future challenges and threats and seizes emerging opportunities to help shape the future. Rewriting policy documents, work in Resilience, Partnerships and Academic Outreach steward many of the activities of this directorate.

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

Direction and coordination of E&IT within ACT and ACO and in support of NATO HQ, Management of warfare development activities within CT&E supporting SACEUR and NATO HQ, Acting as the principal advisor to SACT on all subjects related to NATO Education, Training, Exercises and Evaluations (ETEE), Coordination of Partner and non-NATO E&IT, Development and maintenance of concepts and doctrines related to NATO E&IT, Integration of concepts and doctrine into E&T, Maintaining relationships

with NATO and other Education and Training Facilities ((N)ETFs), Centres of Excellence (COEs) and Partner Training and Education Centres (PTECs), Monitoring technological trends in NATO E&T with regard to transformational relevance, and Initiating transformational activities based on E&T analysis.

2.   Type of Contract and Period of Performance

a. Type of Contract

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

b. Period of Performance

Period of Performance (unless otherwise stated in the Statement of Work (SOW).

Base Period: 02 January 2024 – 31 December 2024,

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

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

Option Period Three: 1 January 2027 – 31 December 2027,

Option Period Four: 1 January 2028 – 31 December 2028

Each Labour Category will have specific Periods of Performance identified, which can differ from the above dates. HQ SACT has identified the expected period of performance within each labour category for transparency; however reserves the right to modify the labour category POP to align with the full scope of the contract POP should new requirements emerge.

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

3.   Level of Effort

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

4.   Surge Capability

A surge capability requirement is included to have a contract vehicle in place should emerging circumstances require a quick and temporary increase in contractor support (LOE or Deliverable) to meet new requirements within the scope of the existing Statement of Work. The Supplier shall be prepared to provide support services per labor category described above. The contractor shall be prepared to evaluate requirements and submit a price proposal for any new in scope requirement for consideration by HQ SACT. Surge proposals will be evaluated by the Contracting Officer for fair and reasonable pricing and should be developed based upon the same pricing structure as the original contract proposal. The rate for surge effort shall not exceed the base/option year rate. Surge requirements will be incorporated by formal contract modification. Requests for pricing are made on a non-committal basis and do not constitute a formal commitment by HQ SACT to

contract for additional work; supplier will not be reimbursed costs for preparing price proposals or other related expenses in response to a surge request.

HQ SACT surge efforts will not exceed 80% of the annual contract value or 80% of the cumulative contract value. Requests to surge from other organisations outside of HQ SACT are not counted against the HQ SACT when calculating the surge tolerances.

5. Place of Performance

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

6. Partial Bidding

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

7. Proof of Past Performance

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

   a. Summary of work performed that is similar to or directly relates to this SOW in size, scope and value.
   b. Status of work (i.e. on-going, complete).
   c. Date of work performance.
   d. Name of client/reference.
   e. Complete contact information for client/reference.
   f. Permission to contact client for reference.

8. Contractor Technical Evaluation / Contractor Supervision

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

   a. Resolve outstanding disputes, problems, deficiencies, and/or questions on the technical aspects of the SOW.

   b. Review (and approve) all contractor tasking and deliverables for completeness and accuracy.

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

9. Contract Reporting

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

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

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

10. Furnished Materials

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

11. Security

a. Personnel Clearances

Contractor personnel shall be responsible for obtaining all needed security clearances prior to starting work at HQ SACT. No clearance or waiver to this requirement shall be granted, and no Contractor shall be assigned without having the needed clearance in place. If the Contractor Company cannot assign personnel with the required SECRET security clearance on the start date, the company shall be liable for bid non-compliance or immediate contract termination. The Contractor Company must provide advance written proof of the ability to assign fully cleared personnel prior to contract award/start. The Contractor Company is fully responsible for arranging all work visas.

b. Security Conditions

The Contractors must adhere to current security conditions at SACT HQ and other work sites. Contractor personnel shall comply with all local host nation and NATO security provisions and other policies and procedures, as required. The possible

security classification of the deliverables under this contract may range from not classified through NATO Secret.

c.   Building / Installation Access

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

d. Electronic Devices

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

12.   LABOR CATEGORIES:

Bidders shall only submit the number of candidates requested within each Labor Category (i.e. if three candidates are identified in one Labor Category, then the company shall submit no more than three candidates for that Labor Category.) CVs are required and should be limited to 5 pages in length using 11 font or higher.

LABOR CATEGORY 1 - SENIOR CONTRACTOR SUPPORT TO REQUIREMENTS MANAGEMENT/OPERATIONAL ACCEPTANCE ANALYSIS – for Capability Package 150 (CP150) – IT MODERNIZATION & ENTERPRISE CORE SERVICES

Location: OFF-SITE / Remote (UK/BEL):   Due to the geographical nature of ITM, this role requires a 'Hybrid' working solution. Primarily Off-Site/Remote but with regular travel to HQ MARCOM (UK) and SHAPE, (Mons, BELGIUM) as mandatory; in order to access the relevant NATO Information Systems and to attend Meetings, Conferences and Demonstrations (Test Events)[1].

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 January 2024 – 31 December 2024, Option Period One: 1 January 2025 – 31 December 2025, Option Period Two: 1 January 2026 – 31 December 2026, Option Period Three: 1 January 2027 – 31 December 2027, Option Period Four: 1 January 2028 – 31 December 2028.

Background Information:

1.   The IT Modernization (ITM) Project was conceptualized and launched under the auspices of Capability Package 9C0CP150 as a multi-phase initiative to comprehensively modernize the IT Infrastructure available to NATO. This project has numerous dependencies

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[1] 23.   The Place of Performance is **OFF – Site**, however, a specific requirement of this role requires the contractor to travel regularly to HQ MARCOM, Northwood, UK and SHAPE Headquarters, Mons, BE. Travel to these locations is **not** reimbursable. Travel to other NATO locations will also be required during this period of performance, however, ACO will pay travel and per diem costs for these, in accordance with the base contract provisions.

and interdependencies to ACO related NATO C3 and non-C3 capabilities and therefore requires sufficiently qualified and experienced resources, committed to supporting its implementation.

2.	ITM is delivering in up to three separate projects across 31 NATO locations, with first two locations being Northwood and Mons.

3.	Effective coordination at the senior management level remains challenging and requires strong and effective leadership to oversee NCIA's planning and implementation timelines for ITM. Including contributions to the development and execution of an overarching Strategy and detailed planning for Application & User Migration at all ACO Headquarters.

4.	ACO, J6 Cyberspace / Service Delivery Management Office (SDMO) requires enduring Senior Contractor Support that provides the desired Subject Matter Expertise in the aforementioned, business areas.

5.	 Experience of ITM is essential for providing insight to ACO regarding the impact on business change and business continuity together with the ability to perform User and Operational Acceptance and Security Accreditation for ITM on behalf of the Senior Requirement Owner (SHAPE ACOS J6).

Tasking
1. Coordinate and contribute to the activities of the J6/SM/SDMO, CIS Requirements and Operational Acceptance Team specific to CP150 and IT Modernization (ITM).
2. Within the ACO C3CIS domain, provide support and representation, at appropriate levels of engagement, for requirements management, related meetings, discussions, committees and ITM Site Implementation Working Groups across ACO.
3. Monitor CIS Requirements and Operational Acceptance Criteria (OAC,) developed for all ITM and CP150 Projects, to ensure integrity and traceability, maintain validity and relevance, and, that the delivered solutions satisfy Operational user needs.
4. Support maintenance and configuration control of Requirements Traceability Matrices (RTM) and OAC throughout the capability life cycle.
5. Provide requirements development and management consulting services to ACO NATO entities to ensure that the quality of CIS requirements management processes are maintained through the life cycle.
6. Interact with ACO C3CIS Subject Matter Experts (SME) to clarify and confirm operational necessities underlying Operational Requirements Statements and OAC.
7. Support CIS Concepts of Operation (CONOP) development and Courses of Action (CoA) to clarify Operational Requirements Statements and OAC.
8. Contribute to and participate in the development of policies, directives and process refinement related to Operational Requirements and Operational Acceptance.
9. Interact with ACO counterparts to identify future Operational Requirements and OAC for inclusion on Operational Requirements Statements (ORS) ensuring they are specific, measurable, acceptable, realistic and time-bound (SMART) and that all requirements consider a range of cost- effective options during their derivation.
10. Support requirements management activities across the capability lifecycle.
11. Support Crisis Response Operations Urgent Requirements (CUR) processes including ensuring requirements development including through life support solutions.
12. Performs additional tasks as required by the COTR related to the LABOR category. COTR is Service Delivery Management Office (SDMO) Section Head (SHAPE J6).

Essential Qualifications
1. A Chartered engineer with a technology based Master's degree (MSc) or equivalent.
2. 5 years in the last 10 in the field of requirements engineering to include requirements management and requirements elicitation.
3. Demonstrate a working knowledge of 3 years in the last 10 of requirements management tools (JIRA or IBM Rational DOORS).

4. 5 years in the last 10 in the field of capability development processes related to national/NATO military command and control at the development and/or acquisition phases.
5. 5 years in the last 10 in the field of Complex IT Modernization Projects for large organizations (National/NATO).
6. Demonstrate 5 years Programme and Project Management experience in the past 10 years within a complex and dynamic environment.
7. Demonstrate 3 years' experience and operational knowledge in the last 15 working in the J6/CIS area in an operational HQ.
8. Demonstrate 3 years in the last 10 experience in briefing senior leaders/decision makers (OF-6 and above).
9. Demonstrate 3 years in the last 10 a sound knowledge of Capability Development and Management processes in the C2 area.
10. Demonstrate 3 years' experience in the last 10 with working in a National or NATO strategic or operational command.
11. Working knowledge of Capability Architectures.

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 1: SENIOR CONTRACTOR SUPPORT TO REQUIREMENTS MANAGEMENT/OPERATIONAL ACCEPTANCE ANALYSIS – OPERATIONAL C2/CIS

Company Name:

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that the incumbent has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW.		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 70 Points in the Subject Matter Expert Criteria.		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification. <mark>ANY SCORE OF ZERO IS NONCOMPLIANT UNLESS OTHERWISE STATED</mark>	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. A Chartered Engineer with a relevant (Technology based) Master's Degree (MSc).	Yes to Both – **6-10 Points** MSc (Technology) – **1-5 Points** No – **0 Points**		
2. 5-10 years in the last 10 in the field of requirements engineering to include requirements management and requirements elicitation.	6-10 years – **6-10 points** Between 3 -5 years – **3-5 points** Less than 3 years – **1-2 points** No experience – **0 Points**		
3. Demonstrate a working knowledge of 3 years in the last 5 of requirements management tools (JIRA or IBM DOORs).	Between 3 -5 years **2-5 Points** Less than 3 years – **1 Points** No experience – **0 Points**		
4. 10 years in the last 15 in the field of capability development processes related to national/NATO military command and control at the development and/or acquisition phases.	6-10 years – **4-10 Points** Between 3 -5 years – **2-3 Points** Less than 3 years – **1 Points** No experience – **0 Points**		
5. 5 years in the last 10 in the field of implanting Complex IT Modernization Projects for large organizations (National/NATO)	6-10 years – **4- 10 Points** Between 3 -5 years – **2-3 points** Less than 3 years – **1 Point** No experience – **0 Points**		

6. Demonstrate 5-10 years Programme and Project Management experience in the past 15 years within a complex and dynamic environment.	6-10 years – **4-10 points** Between 3 -5 years – **2-3 points** Less than 3 years – **1 Point** No experience – **0 Points**		
7. Demonstrate 5 years' experience and operational knowledge in the last 10 working in the J6/CIS area in an operational HQ.	6-10 years – **4-10 points** Between 3 -5 years – **2-3 points** Less than 3 years – **1 Point** No experience – **0 Points**		
8. Demonstrate 3 years in the last 5 experience in briefing senior leaders/decision makers	Between 3 -5 years **2-5 Points** Less than 3 years – **1 Points** No experience – **0 Points**		
9. Demonstrate 3 years in the last 10 a sound knowledge of Capability Development and Management processes in the C2 area.	Over 3 Years – **5 Pts** 3 Years – **3 Pts** Less than 3 years – **1 Pt** No experience – **0 Pts**		
10. Demonstrate 3 years' experience in the last 10 with working in a National or NATO strategic or operational command.	Over 3 Years **– 5 Pts** 3 Years – **3 Pts** Less than 3 years – **1 Pt** No experience – **0 Pts**		
11. Working knowledge of Capability Architectures.	Yes **1– 5 Pts** No – **0 Pts**		
12. Working knowledge of Configuration Management methods and practices.	Yes – **1-5 Pts** No – **0 Pts**		
13. 3 years' experience in the last 10 with working in a National or NATO strategic or operational command	Over 3 Years **– 5 Pts** 3 Years **– 3 Pts** Less than 3 years **– 1 Pts** No experience – **0 Pts**		

**LABOR CATEGORY 2– ENTERPRISE ARCHITECT CONTRACTOR SUPPORT–
NUCLEAR CONSULTATION COMMAND & CONTROL (NC3)**

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

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 January 2024 – 31 December 2024, Option Period
One: 1 January 2025 – 31 December 2025, Option Period Two: 1 January 2026 – 31
December 2026, Option Period Three: 1 January 2027 – 31 December 2027, Option Period
Four: 1 January 2028 – 31 December 2028

Taskings:

1. Collaborate with stakeholders, including military staff, technology experts, and policy leaders, to gather and document functional and technical information for the NC3 architecture.
2. Translate political, strategic, and operational needs and goals into architectural views in accordance with NATO Architectural Framework (NAF) specifications and design principles.
3. Develop and refine high-level architecture designs that outline the structure, components, and interactions of the NC3 system.
4. Create conceptual, logical, physical, and technical views of the architecture to ensure a comprehensive understanding of its systems, components and relationships.
5. Create architectural documentation using NAF standards, best practices, and guidelines to ensure consistency and coherence across different components of the NC3 architecture.
6. Collaborate with other architects, engineers, and stakeholders to ensure alignment with broader NATO strategies and goals.
7. Communicate the architectural vision, rationale, and implications to non-technical stakeholders and decision-makers.
8. Manage the impact of architectural changes on existing systems and processes, ensuring that transitions are smooth and disruptions are minimized.
9. Collaborate with applicable stakeholders to ensure that the architecture is validated against defined requirements and that its performance meets operational expectations.
10. Provide training to staff and end-users to ensure proper understanding and utilization of the architecture.
11. Deliver briefings and presentations to senior military leadership, decision-makers, and stakeholders to communicate architectural strategies and progress
12. Develop Mission Thread Identification which defines the various mission threads and scenarios relevant to NATO's NC3 mission. This includes understanding the operational context and the specific tasks, processes, and interactions involved in each mission thread.
13. Create detailed models of mission threads using appropriate modeling languages (Visio and ArchiMate) and tools. These models should capture the sequence of activities, information flow, decision points, and dependencies within each mission thread.

- Mission Thead Analysis:

a. Identify and define the various mission threads and scenarios relevant to NATO's NC3 mission. This includes understanding the political, strategic, operational, and tactical context and the specific tasks, processes, and interactions involved in each mission thread.
b. Collaborate with relevant stakeholders, including policy makers, military commanders and staff, and technical experts, to gather input and requirements for mission thread analysis.
c. Develop detailed models of NC3 mission threads using appropriate modeling languages and tools. These models should capture the sequence of activities, information flow, decision points, and dependencies within each mission thread.
d. Assess the existing NC3 capabilities against requirements. Identify any gaps or shortcomings in the current architecture or processes that need to be addressed.
e. Based on the analysis of mission threads, provide recommendations for improvements, enhancements, or modifications to the NC3 architecture. These recommendations should address capability shortfalls, risk mitigation, and performance optimization.
f. Maintain detailed documentation of mission thread analysis, including models, reports, and findings. Ensure that this documentation is accessible to relevant stakeholders.
g. Collaborate with ongoing validation efforts to ensure that the NC3 architecture meets the operational requirements identified in the mission threads. Participate in testing exercises and validate the architecture's performance in realistic scenarios.
h. Establish a process for continuous monitoring and assessment of mission threads to adapt to changing operational needs and emerging threats.
i. Effectively communicate the results of mission thread analysis to decision-makers, technical teams, and other stakeholders. Ensure that findings and recommendations are clearly understood and acted upon.
j. Ensure that the NC3 architecture complies with NATO policies, directives, and security standards.

- Capability Employment Model (CEM) planning and development

a. Collaborate with stakeholders, including military commanders, policy makers, and technical experts, to gather input and requirements for CEM development. Understand the specific capabilities and operational scenarios that need to be modeled.
b. Coordinate with the Program Director and Project Coordinator to shape the scope of the CEM development effort. Provide recommendations regarding which NC3 capabilities and mission scenarios should be included in the model. Provide feedback regarding CEM scope alignment with the overall objectives of NC3 Modernization.
c. Make recommendations regarding the appropriate framework or methodology for developing the CEM. Ensure that the selected framework aligns with NATO standards and guidelines.
d. Identify the data sources needed for CEM development\ which may include information on NC3 systems, operational procedures, threat assessments, and mission objectives. Establish data collection processes and timelines.
e. Recommend the modeling tools and software that will be used to create the CEM. Ensure that these tools support the chosen framework and are compatible with NATO's modeling standards.

    f.   Create a detailed plan for CEM development, including timelines, milestones, and responsibilities. Provide proposed tasks and activities required at each stage of the development process.

    g.   Integrate the collected data into the modeling environment. Ensure data accuracy and consistency. Develop procedures for updating and maintaining data as the CEM evolves.

    h.   Create realistic mission scenarios that reflect the operational context in which NC3 capabilities will be employed. Define the objectives, tasks, and decision points for each scenario.

    i.   Conduct thorough verification and validation of the CEM to ensure that it accurately represents NC3 capabilities and their employment. Involve subject matter experts and stakeholders in the validation process.

    j.   Maintain comprehensive documentation of the CEM, including model descriptions, assumptions, data sources, and results at the appropriate security level. Ensure that the documentation is accessible to stakeholders.

    k.   Conduct scenario testing using the CEM to evaluate different courses of action and their implications for mission success. Use the model to inform decision-making and strategy development.

    l.   Establish mechanisms for continuous improvement of the CEM. Update the model as new data becomes available, and refine scenarios based on evolving threats and operational requirements.

    m. Effectively communicate the results and insights gained from the CEM to decision-makers and other stakeholders. Ensure that the CEM informs NC3 capability development efforts.

14. Directly supports the Branch Head CR and will be required to travel to meetings and conferences both within and outside NATO's boundaries for up to 30 days per year.

15. Performs additional tasks as required by the COTR related to the LABOR category.

Essential Qualifications

1. A bachelor's or master's degree in computer science, information technology, systems engineering, or a related field.

2. Demonstrated expertise in enterprise architecture principles, methodologies, and frameworks. Proven experience in developing and managing complex architectures, preferably in defense or military contexts.

3. Possesses certifications in enterprise architecture (e.g., TOGAF, Zachman Framework).

4. Proficiency in Microsoft Visio. The Contractor must be proficient in the use of MS Visio with the ability to create clear, well-structured diagrams, visually appealing and informative diagrams. Key skills that the Contractor must be able to perform are:

    a.   Diagram Creation (flowcharts, organizational charts, network diagrams, and other types of visual representations), shape customization, template usage and adaptation, connector tool usage, data source linking, collaboration, cross-functional diagraming, layering, diagram validation, and exporting and publishing.

5. Demonstrated experience in computer information systems, information technology or systems engineering, preferably in defense or military contexts.

6. Experience with NATO NC3 concepts, protocols, systems, or familiarity with nuclear deterrence and command and control infrastructures structures.

7. Proficiency in relevant CEM technical tools and technologies used in enterprise architecture.
8. Strong communication skills to effectively convey complex technical concepts to non-technical stakeholders, including senior military leaders and decision-makers.
9. Possess experience in corporate, government, or academic environment in preparing executive level reports and briefs to include research and writing.

The following competencies are desired but not included in the grading matrix

a. Possess a high level of organizational and coordination skills:
   - Capacity to work under general direction within a clear framework of accountability with substantial personal responsibility. Plan, schedule and monitor work activities in order to meet time and quality targets and in accordance with established procedures;
   - Ability to effectively multi-task and prioritize in a fast-paced environment;
   - Ability to effectively work in a cross-group collaborative environment, quickly understand the needs of HQ SACT and support the collective effort to reach the fixed objectives.
   - Work effectively as a member of a multi-national and multi-disciplinary team;
   - Ability to influence team and specialist peers;

b. Have proven analyst skills:
   - Ability to quickly and efficiently sort through data to identify key issues or variables to consider in making important strategic decisions and to transform into staff products, reports, and analysis that can be consumed by a wide range of audiences;
   - Maintain awareness of developing trends and understand the implications of new concepts and technologies, in order to assess or evaluate risks;
   - Absorb new information rapidly and apply it effectively in relevant internal business areas or external agencies;
   - Select appropriately from applicable standards, methods, tools and applications;
   - Apply analytical and systematic approach to problem solving;
   - Summarize large amounts of written material;

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 2– ENTERPRISE ARCHITECT CONTRACTOR SUPPORT – NUCLEAR CONSULTATION COMMAND & CONTROL (NC3)

Company Name:

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of **70 Points** in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.** **ANY SCORE OF ZERO IS NONCOMPLIANT**	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. Possess a bachelor's or master's degree in computer science, information technology, systems engineering, or a related field.	< 2-year degree: **0 points** 2-year degree: **3 points** 4-year degree: **10 points** Master's degree: **15 points**		
2. Demonstrated expertise in enterprise architecture principles, methodologies, and frameworks. Proven experience in developing and managing complex architectures, preferably in defense or military contexts.	< 3 years: **0 points** 4-5 years: **5 points** >5 years: **10 points** >5 years (experience in a defense or military context): **11-15 points**		
3. Possesses relevant certifications in Enterprise Architecture. Possesses TOGAF, Zachman Framework (or equivalent)	No: **1 points** Yes: **15 points**		
4. Proficiency in Microsoft Visio. Demonstrated proficiency in the use of MS Visio with the ability to create clear, well-structured diagrams, visually appealing and informative diagrams. This includes experience in: a. Diagram Creation (flowcharts, organizational charts, network diagrams, and other types of visual representations), shape	< 1 years: **0 points** 1-5 years: **5 points** >5 years: **10 points**		

customization, template usage and adaptation, connector tool usage, data source linking, collaboration, cross-functional diagraming, layering, diagram validation, and exporting and publishing.			
5. Experience in computer information systems, information technology or systems engineering, preferably in defense or military contexts.	< 3 years: **0 points** 4-5 years: **5 points** >5 years: **10 points** > 5 years (experience in a defense or military context): **15 points**		
6. Experience with NATO NC3 concepts, protocols, systems, or familiarity with nuclear deterrence and command and control infrastructures structures.	< 1 year: **1 points** >1 year: **10 points**		
7. Proficiency in relevant CEM technical tools and technologies used in enterprise architecture.	< 1 year: **0 points** >1 year: **10 points**		
8. Demonstrate 3 years in the last 10 experience in briefing senior leaders/decision makers	< 3 years: **0 points** >3 years: **5 points**		
9. Possess experience in corporate, government, or academic environment in preparing executive level reports and briefs to include research and writing.	< 3 years: **0 points** >3 years: **5 points**		

LABOR CATEGORY 3 – STRATEGIC THINKER/PLANNER DZI

Location: Norfolk, VA, USA, on-site.

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 January 2024 – 31 December 2024, Option Period One: 1 January 2025 – 31 December 2025, Option Period Two: 1 January 2026 – 31 December 2026

A. Background

Strategic Alternatives Branch (SALT) operates under the direction of the Deputy Chief of Staff (DCOS) SPP. SALT branch is currently focused on the implementation of the NATO Warfighting Capstone Concept (NWCC) and in particular its two Warfare Development Imperatives (WDI): Cognitive Superiority and Layered Resilience and their associated Lines of Delivery.

The NWCC is a 20-year vision for the development of NATO's Military Instrument of Power. The NWCC, together with the Concept for Deterrence and Defence of the Euro-Atlantic Area, implement NATO's Military Strategy. NATO Heads of State and Government committed to the full implementation of both concepts at their summit meeting in 2021. They comprise the military adaptation component of the broader NATO Agenda 2030. ACT is implementing appropriate elements of the NWCC through the Warfare Defence Agenda (WDA).

The Layered Resilience imperative looks to define Military Resilience, identify interdependencies with Civil Resilience, and offer advice on how to enhance resilience of the Military Instrument of Power (MIoP). It does this through a number of specific Lines of Delivery and associated work, including Day Zero Integration (DZI) which is identified as a cross cutting Critical Enabler in the WDA. DZI looks to create a persistent and effective integration of the Alliance MIoP with instruments of power of other relevant actors, synchronize efforts, and address challenges in the current and future operating environment.

B. Scope

The scope of this statement of work (SoW) is to define the requirements for contracting a Strategic Thinker/Planner in support of SALT work on DZI Critical Enabler and the broader Layered Resilience imperative implementation.

Within this framework, the contractor will work within SPP/SALT under the directives of the Branch Head, reporting to the Layered Resilience Team Lead, who also will serve as the Contracting Officer Technical Representative (COTR). The contractor will working in close coordination with the other staff officers, the other branches of SPP and HQ ACT on issues listed above. The contractor's main effort in 2024 will include development and submission of an illustrative Day Zero Integration Concept, illustrative Day Zero Assessment, and Non-NATO Actor Taxonomy. The contractor will also help in daily work coordination and collaboration efforts, and other tasks associated with NWCC, WDA and DZI.

Taskings:

a. The contractor will be under the responsibility of the SALT Branch Head and will be involved in all aspects of SALT work, to include writing reports, coordination of webinars and working groups, and development of numerous products related to Warfare Development and cognition-related topics.

b. The contractor will be assigned to SALT Layered Resilience Team to support the development and implementation of Layered Resilience Warfare Development Imperative in general, and Day Zero Integration (DZI) Critical Enabler (CE) in particular.

c. The Contractor will be required to:

- lead the development of a Non-NATO Taxonomy;
- lead the development of a Day Zero Integration Concept;
- lead the development of a Day Zero Assessment;
- analyse relevant inputs to draw insights for NATO's opportunities to synchronize efforts with Non-NATO Actors;
- contribute to advancing NATO's and ACT's thinking on Layered Resilience and DZI, their future development and implementation;
- develop DZI implementation roadmap towards IOC and FOC, in accordance with Warfare Development Agenda and Warfare Development Plan;
- develop, maintain and expand DZI Community of Interest, including Allied nations, NATO-accredited Centres of Excellence, partners, Non-NATO Actors, academia and industry;
- organize the DZI Working Group meetings, including drafting of invitation letters, agendas and meeting reports;
- support as necessary SALT and SPP leadership on Layered Resilience and DZI-related requirements;
- collaborate as required with other ACT stakeholders to provide DZI-related inputs;
- work with other Layered Resilience LoDs to ensure coherence and alignment;
- provide feedback about their work clearly and concisely;
- fulfil other specific Cognitive Superiority and LTMSS related tasks directed by SALT Branch Head and Layered Resilience Team Lead;
- attend weekly SALT branch meetings, both scheduled and unscheduled, at the direction of the Branch Head.

Essential Qualifications

The contractors shall have:

a. Demonstrated experience and background in policy and strategy development and the associated staff work and/or strategic planning;
b. Demonstrated experience in government, academic, military or corporate environment in analysis in the area of international relations and security studies;
c. University degree in international relations, political science, security/strategic studies, business administration, economics, public administration, or related discipline.
d. Project / programme management experience, including prioritisation and risk

management.

e. Advanced knowledge of defence planning, operational planning and/or capability development processes.

f. Previous experience in an international organization / governmental organization, preferably NATO experience.

Desirable Qualifications (not-scored)

a. Demonstrated ability to build cooperative relationships with academia and governmental and non-governmental partners;

b. Demonstrated capacity to work under general direction within a clear framework of accountability with substantial personal responsibility;

c. Demonstrated ability to effectively multi-task and prioritize in a fast-paced environment;

d. Demonstrated capacity to work effectively as a member of a multinational and multi- disciplinary team;

e. Demonstrated ability to execute a broad range of complex professional or technical work activities in a variety of contexts;

f. Demonstrated ability of disciplined and systematic approach to problem solving;

g. Demonstrated ability for a comprehensive approach based on credible evidence, the most probable counterarguments and risks;

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 3 STRATEGIC THINKER/PLANNER DZI

Company Name:

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of **70 Points** in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Range **Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.** **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.** **ANY SCORE OF ZERO IS NONCOMPLIANT UNLESS OTHERWISE STATED**	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
4) Demonstrated background in policy/strategy development and the associated staff work, and/or long-term strategic planning.	• < 2 years: **1-9 points** • 3-4 years: **10-14 points** • 5-6 years: **15-24 points** • > 7 years: **25 points** Points shall be assigned based on duration, level and relevance of experience.		
5) Bachelor's degree, or equivalent, in international relations, political science, security/strategic studies, business administration, economics, public administration, or related discipline.	• Bachelor degree or equivalent: **1-10 points** • Master's degree: **11-15 points** • PhD: **16-20 points** Points shall be assigned based on level and relevance of degree(s).		
6) Demonstrated experience in government, academic, military or corporate environment in analysis in the area of international relations and security studies	• < 2 years: **1-4 points** • 3-4 years: **5-9 points** • 5-6 years: **10-14 points** • 7 years: **15 points** Points shall be assigned based on duration, level and relevance of experience.		
7) Project/Programme Management experience, including prioritisation and risk management.	• < 2 years: **1 -2 points** • 3-4 years: **3-4 points** • 5-6 years: **5-9 points** • > 7 years: **10 points** Points shall be assigned based on duration, level and relevance of experience.		
8) Previous experience in an international organization / governmental organization,	• National government: **5 -9 points** • International		

preferably NATO experience (recommended at least 2 years)	organization, coalition: **10-14 points** • NATO experience: **15 points** Points shall be assigned based on duration, level and relevance of experience.		
9)Advanced knowledge of defence planning, operational planning and/or capability development processes.	• < 2 years: **1-4 points** • 3-4 years: **5-9 points** • 4-5 years: **10-14 points** • 7 years: **15 points** Points shall be assigned based on level and relevance.		

LABOR CATEGORY 4 – STRATEGIC THINKER/PLANNER - LTMSS

Location: Norfolk, VA, USA, on-site.

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 January 2024 – 31 December 2024, Option Period One: 1 January 2025 – 31 December 2025, Option Period Two: 1 January 2026 – 31 December 2026

A. Background

Strategic Alternatives Branch (SALT) operates under the direction of the Deputy Chief of Staff (DCOS) SPP. SALT branch is currently focused on the implementation of the NATO Warfighting Capstone Concept (NWCC) and in particular its two Warfare Development Imperatives (WDI): Cognitive Superiority and Layered Resilience and their associated Lines of Delivery.

The NWCC is a 20-year vision for the development of NATO's Military Instrument of Power. The NWCC, together with the Concept for Deterrence and Defence of the Euro-Atlantic Area, implement NATO's Military Strategy. NATO Heads of State and Government committed to the full implementation of both concepts at their summit meeting in 2021. They comprise the military adaptation component of the broader NATO Agenda 2030. ACT is implementing appropriate elements of the NWCC through the Warfare Defence Agenda (WDA).

The Cognitive Superiority imperative is about the ability to excel in understanding and decision-making that enables outthinking and outmaneuvering the adversary. Cognitive Superiority efforts comprise: 1) increasing 360-degree situational awareness and anticipation; 2) broadening and deepening understanding of the operating environment, the adversaries' and our own strategic goals and capabilities; and 3) building decision advantage by identifying opportunities to shape and contest adversaries across domains and dimensions, including by leveraging new technologies. The Cognitive Superiority imperative is being pursued through a number of specific Lines of Delivery and associated work. SALT leads the work on Long-Term Military-Strategic Shaping (LTMSS), which has been identified as on the priorities by Chiefs of Defence. LTMSS is about improving the Alliance's understanding of its own long-term warfare development trajectory and the trajectories of potential adversaries, which should allow NATO to better identify options and determine proactive military and cross-IoP activities that could help shape the future operating environment.

B. SCOPE

The scope of this statement of work (SoW) is to define the requirements for contracting a Strategic Thinker/Planner in support of SALT work on LTMSS Line of Delivery and the broader Cognitive Superiority imperative implementation.

Within this framework, the contractor will work within SPP/SALT under the directives of the Branch Head, reporting to Head of Strategy Section, who also will serve as the Contracting Officer Technical Representative (COTR). The contractor will working in close coordination with the other staff officers, the other branches

of SPP and HQ ACT on issues listed above. The contractor's main effort in 2024 will include development and implementation of LTMSS Strategic Framework and drafting of a military policy for long-term shaping and contesting. The contractor will also help in daily work coordination and collaboration efforts, and other tasks associated with NWCC, WDA and LTMSS.

Taskings:

a. The contractor will be under the responsibility of the SALT Branch Head and will be involved in all aspects of SALT work, to include writing reports, coordination of webinars and working groups, and development of numerous products related to Warfare Development and cognition-related topics.

b. The contractor will be assigned to SALT Strategy Section to support the development and implementation of Cognitive Superiority Warfare Development Imperative in general, and Long-Term Military-Strategic Shaping (LTMSS) Line of Delivery (LoD) in particular. The Contractor will be required to:
   - lead the development of the LTMSS Strategic Framework;
   - lead the development of a proposal for a military policy for long-term shaping and contesting;
   - analyse relevant inputs (strategic foresight analysis, net assessments, intelligence reports) to draw insights for NATO's long-term strategic shaping opportunities;
   - contribute to advancing NATO's and ACT's thinking on Cognitive Superiority and LTMSS, their future development and implementation;
   - develop LTMSS implementation roadmap towards IOC and FOC, in accordance with Warfare Development Agenda and Warfare Development Plan;
   - develop, maintain and expand LTMSS Community of Interest, including Allied nations, NATO-accredited Centres of Excellence, partners, academia and industry;
   - organize the LTMSS Working Group meetings, including drafting of invitation letters, agendas and meeting reports;
   - support as necessary SALT and SPP leadership on Cognitive Superiority and LTMSS-related requirements;
   - collaborate as required with other ACT stakeholders to provide LTMSS-related inputs;
   - work with other Cognitive Superiority LoDs to ensure coherence and alignment;
   - provide feedback about their work clearly and concisely;
   - fulfil other specific Cognitive Superiority and LTMSS related tasks directed by SALT Branch Head and Strategy Section Head;
   - attend weekly SALT branch meetings, both scheduled and unscheduled, at the direction of the Branch Head.

Essential Qualifications

The contractors shall have:

a. Demonstrated experience and background in policy and strategy development and the associated staff work and/or long-term strategic planning;
b. Demonstrated experience in government, academic, military or corporate environment in analysis in the area of international relations and security studies;
c. University degree in international relations, political science, security/strategic

studies, business administration, economics, public administration, or related discipline.

d. Demonstrated project / programme management experience, including prioritisation and risk management.

e. Demonstrated advanced knowledge of defence planning, operational planning and/or capability development processes.

f. Demonstrated experience in an international organization / governmental organization, preferably NATO experience.

Desirable Qualifications (not-scored)

a. Demonstrated ability to build cooperative relationships with academia and governmental and non-governmental partners;

b. Demonstrated capacity to work under general direction within a clear framework of accountability with substantial personal responsibility;

c. Demonstrated ability to effectively multi-task and prioritize in a fast-paced environment;

d. Demonstrated capacity to work effectively as a member of a multinational and multi- disciplinary team;

e. Demonstrated ability to execute a broad range of complex professional or technical work activities in a variety of contexts;

f. Demonstrated ability of disciplined and systematic approach to problem solving;

g. Demonstrated ability for a comprehensive approach based on credible evidence, the most probable counterarguments and risks;

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 4 STRATEGIC THINKER/PLANNER LMTSS

Company Name:

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of **70 Points** in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification. <mark>ANY SCORE OF ZERO IS NONCOMPLIANT UNLESS OTHERWISE STATED</mark>	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
10) Demonstrated background in policy/strategy development and the associated staff work, and/or long-term strategic planning.	• < 2 years: **1-9 points** • 3-4 years: **10-14 points** • 5-6 years: **15-24 points** • > 7 years: **25 points** Points shall be assigned based on duration, level and relevance of experience.		
11) Bachelor's degree, or equivalent, in international relations, political science, security/strategic studies, business administration, economics, public administration, or related discipline.	• Bachelor degree or equivalent: **1-10 points** • Master's degree: **11-15 points** • PhD: **16-20 points** Points shall be assigned based on level and relevance of degree(s).		
12) Demonstrated experience in government, academic, military or corporate environment in analysis in the area of international relations and security studies	• < 2 years: **1-4 points** • 3-4 years: **5-9 points** • 5-6 years: **10-14 points** • 7 years: **15 points** Points shall be assigned based on duration, level and relevance of experience.		
13) Project/Programme Management experience, including prioritisation and risk management.	• < 2 years: **1-2 points** • 3-4 years: **3-4 points** • 5-6 years: **5-9 points** • > 7 years: **10 points** Points shall be assigned based on duration, level and relevance of experience.		
14) Previous experience in an international organization / governmental organization,	• National government: **5 -9 points** • International		

preferably NATO experience (recommended at least 2 years)	organization, coalition: **10-14 points** • NATO experience: **15 points** Points shall be assigned based on duration, level and relevance of experience.		
15)Advanced knowledge of defence planning, operational planning and/or capability development processes.	• < 2 years: **1-4 points** • 3-4 years: **5-9 points** • 4-5 years: **10-14 points** • 7 years: **15 points** Points shall be assigned based on level and relevance.		

LABOR CATEGORY 5 - CBRN Policy Implementation Analyst

Location: Norfolk, VA, USA, on-site.

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 January 2024 – 31 December 2024, Option Period One: 1 January 2025 – 31 December 2025, Option Period Two: 1 January 2026 – 31 December 2026

A. Background

The Nuclear Strategy and Policy and CBRN Cell (NSPC) acts on behalf of Supreme Allied Commander Transformation (SACT) to formulate policies, strategies, engagements, ACT contributions to NATO's CBRN Defence mission.

NATO's security environment with regards to chemical, biological, radiological and nuclear (CBRN) threats has grown more complex and more challenging. The potential use of CBRN materials or weapons of mass destruction (WMD) by state and non-state actors is a fundamental threat to our security. The norms and institutions related to the proliferation or use of WMD have been challenged by the use of CBRN materials in conflict and as tools of assassination, which have been condemned in the strongest possible terms. Moreover, emerging and disruptive technologies pose critical new challenges to our shared security in the CBRN realm, even as they open up new opportunities to maintain NATO's technical edge.

Recognising these changes in the security environment, the North Atlantic Council in June 2022 agreed NATO's CBRN Policy. The policy guides NATO's adaptation to address the significantly changed CBRN threat from Russia, non-state actors, and other states, the challenges to arms control, disarmament and non-proliferation regimes, as well as the risks and opportunities posed by emerging and disruptive technologies. It commits NATO to integrating our approach to CBRN threats and risks with our deterrence and defence posture, notably the Concept for Deterrence and Defence of the Euro-Atlantic Area, and the NATO Warfighting Capstone Concept as well as the strengthened resilience commitment and policies to address cyber and the hybrid threats.

B. Scope

The scope of work lies in support of all CBRN work strands HQ SACT is being tasked by Director General of the International Military Staff to ensure HQ SACT's role as the future and transition warfighting strategic commands in the implementation of the new CBRN Defence Policy.

Taskings:

a. The contractor will be under the responsibility of the NSPC CBRN Head and will be involved in all aspects of NSPC work, to include writing reports, coordination of webinars and working groups, and development of numerous products related to Warfare Development and CBRN-related topics.

b. The contractor will be assigned to CBRN defence team and will be required to:

- Attend weekly CBRN meetings, both scheduled and unscheduled, at the direction of the CBRN head. Currently there is one scheduled branch meeting per week, with 1- 2 impromptu meetings called when required;
- Support implementation of HQ SACT's CBRN Defence PoW;
- Travel to attend relevant external meetings/workshops/events;
- Facilitate workshops and other related events;
- Provide valuable input on CBRN defence related input to NWCC and WDA (NATO SECRET) and offer ideas and related analysis;
- Interpret political, economic, sociocultural, and technological trends and develop alternatives ways of assessment in all CBRN work-strands;
- Understand and shape the NATO's/ACT's strategy and mission;
- Develop plans to materialize long term strategy and analyse development proposals;
- Conduct research to identify CBRN defence threats and opportunities;
- Monitor and analyse global trends (cognitive topics, international relations, global security environment, industry and market changes, etc.) which influence and impacts CBRN defence.
- Share ideas with multiple stakeholders and gain alignment from them;
- Be available to ACT leadership for CBRN defence related requirements;
- Collaborate as required with HQ SACT cross-functional teams to provide strategic thoughts and inputs;
- Provide feedback about their work clearly and concisely;
- Fulfil other specific CBRN related tasks as directed by the NSPC Branch Head and CBRN defence head.

Essential Qualifications

The contractors shall have:

a. Demonstrated experience in corporate, government, or academic environment in analysis in the area of Arms Control and CBRN defence;
b. Staff experience at operational and strategic level;
c. A basic understanding of CBRN defence, Strategic Planning and Execution, Strategic Gap Analysis, Strategy Implementation, Futures Thinking and Digital Transformation;
d. University degree in international relations, or business administration, or economics, or public administration, or operations research or related discipline;
e. A solid background in policy/strategy analysis and the associated staff work (8-10 years recommended);
f. Previous experience in an international organization / governmental organization

Desirable Qualifications (not-scored)

a. Demonstrated ability to build cooperative relationships with academia and governmental and non-governmental partners;
b. Demonstrated capacity to work under general direction within a clear framework of accountability with substantial personal responsibility;
c. Demonstrated ability to effectively multi-task and prioritize in a fast-paced environment;
d. Demonstrated capacity to work effectively as a member of a

multinational and multi- disciplinary team;

e. Demonstrated ability to execute a broad range of complex professional or technical work activities in a variety of contexts;

f. Demonstrated ability of disciplined and systematic approach to problem solving;

g. Demonstrated ability for a comprehensive approach based on credible evidence, the most probable counterarguments and risks; preferably NATO experience.

Requirements Matrix

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

**Best Value Criteria for LABOR CATEGORY 5 CBRN Policy
Implementation Analyst**

Company Name:

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of **70 Points** in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification. <mark>ANY SCORE OF ZERO IS NONCOMPLIANT UNLESS OTHERWISE STATED</mark>	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
16) Demonstrated experience in corporate, government, academic environment, or military positions in analysis, Strategic planning and engagements, and Warfare development-related experience in the area of CBRN defence and/or Arms Control Disarmament and Non Proliferation.	• < 3 years: **1-9 points** • 3 years: **10-19 points** • 4-5 years: **20-24 points** • 6 years: **25 points** Points shall be assigned based on duration, level and relevance of experience.		
17) Post-Secondary degree in a security or defense related field with at least 5 years' experience in international organization and / or national governmental required.	• Bachelor degree or equivalent: **1-10 points** • Master's degree: **11-15 points** • PhD: **16-20 points** Points shall be assigned based on level and relevance of degree(s).		
18) Demonstrated experience in operational CBRN defence positions.	• < 2 years: **1-9 points** • years: **10-19 points** • years: **20-29 points** • > 5 years: **30 points** Points shall be assigned based on duration, level and relevance of experience.		
19)CBRN defence / WMD policy knowledge and career background	• < 3 years: **1 point** • 3-5 years: **2-5 points** • 6-7 years: **6-10 points** • 8 years: **11-15 points** Points shall be assigned based on duration, level and relevance of experience.		

20) Previous experience in an international organization / governmental organization, preferably NATO experience (recommended at least 2 years)	• National government: **5-9 points** • International organization, coalition: **5-9 points** • NATO experience: **10 points** Points shall be assigned based on duration, level and relevance of experience.		

LABOR CATEGORY 6 - DATA ANALYST / ENGINEER IN SUPPORT OF ACT ARCHITECTURAL COHERENCE

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

Number of Candidates: 2 Candidates

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

The HQ SACT requires support in establishing the Enterprise Architecture function and reporting about on-going and future programmes and initiatives delivering the Digital Transformation Implementation Strategy. The HQ SACT is responsible for capturing capability requirements developing capability architectures in support of the different NATO modernisation and transformation programmes.

The support will consist of consolidating architectural data across multiple sources (e.g. specialized architectural tools and repositories, requirements management tools, project and portfolio management tools) to create reports, presentations and interactive, web published dashboards and heat maps illustrating architectural scope, connections, overlaps, gaps and delivery progress of multiple programmes and projects.

Tasking

1. Gather and analyze data related to enterprise architecture and capability architectures: This includes data on capabilities, processes, data flows, requirements, programme portfolio.

2. Create architectural dashboards and heat maps. Use data to visualize the architecture maturity, architectural links and gaps between initiatives, requirements fulfilment, status of programmes and projects, and identify potential risks and bottlenecks.

3. Use data to create architectural roadmaps for capability development, identify the capabilities to support future initiatives and NATO Digital Transformation.

4. Collaborate with enterprise architects and capability architects to develop and implement data-driven architecture strategies. Work closely with the architects to understand their needs and deliver actionable insights.

5. Integrate data sources relevant for the enterprise architecture (capability architectures, taxonomies, requirements, programme and project information).

6. Develop, construct, test and maintain data pipelines and data processing tools such as databases, data warehouses and ETLs.

7. Transform data into formats that can be easily analyzed by developing, maintaining, and testing infrastructures for data generation.

8. Configure, integrate and maintain data integration and analytics tools and shared repositories (e.g. PowerBI, KNIME, SQL Server and other DBMS', SharePoint).

9. Improve data quality and efficiency.

10. Support evaluation of capability requirements and objectives and their delivery status.

11. Perform additional tasks as required by the COTR related to the labor category.

Essential Qualifications

This role is a hybrid of data analysis and data engineering, and will require you to have skills in both areas.

1. A University Degree in a relevant engineering, management, information systems, accounting, economics, finance, business administration, public administration, operations research, project management or related discipline. Professional experience in data analytics / engineering of min. 5 years will be accepted in lieu of degree in a relevant field.

2. Demonstrable recent experience (at least 5 years in the last 10) in complex data analysis and processing. List most relevant projects supported, analytical artefacts produced, or data engineering tasks performed.

3. Demonstrable recent hands on experience (at least 3 years in the last 10) in using modern software architecture and software development related to data science, analytics and data integration, e.g. Python, SQL, KNIME, Pentaho or similar and familiarity in working with semi-structured data (XML, JSON) and APIs. List most relevant projects supported (no more than 3), tools/languages used and nature of the source data (e.g. relational, free text, JSON/XML).

4. Demonstrable recent hands on experience (at least 3 years in the last 10) in designing and implementing data warehouse and data lake solutions. Knowledge of different data modelling paradigms, e.g. relational, dimensional, triple store (semantic Wikis), NoSQL. List most relevant projects supported (no more than 3), tools used and data modelling paradigm used.

5. Effective story telling via data, Experienced 'data storyteller'. Provide most relevant examples (no more than 3) together with the type of audience, 'data story' presented and presentation goals and outcomes.

6. Demonstrable recent hands on experience (at least 2 years in the last 5) with data presentation and visualisation tools, e.g. Microsoft Power BI, Tableau, Kibana, or similar using high quality graphs and reports, charts, heats maps and interactive dashboards. List most relevant projects supported (no more than 3), types of visualisations, and tools used.

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 6 Data Analyst / Engineer in Support of ACT Architectural Coherence

Company Name:

Proposed Candidate Name:

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

<mark>Note: Each candidate within this category must have their own compliance matrix.</mark>

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of **70 Points** in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Range Point values assigned based on level, duration and relevance of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. ANY SCORE OF ZERO IS NON-COMPLIANT UNLESS OTHERWISE STATED Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. A University Degree in a relevant engineering, management, information systems, accounting, economics, finance, business administration, public administration, operations research, project management or related discipline. Professional experience in data analytics / engineering of min. 5 years will be accepted in lieu of degree in a relevant field.	No degree – **0 points** Degree in an irrelevant field and less than 5 years of professional experience in data analytics / engineering – **0 points** Bachelor or master degree in a relevant field or 5 years' experience **1-5 points** Doctorate or equivalent in a relevant field **6-10 points**		
2. Demonstrable recent experience (at least 5 years in the last 10) in complex data analysis and processing. List most relevant projects supported, analytical artefacts produced, or data engineering tasks performed.	No experience demonstrated – **0 points** No relevant examples of projects, artefacts and tasking provided, or less than 5 years' experience in the last 10 years – **0 points** Demonstrated experience (with relevant examples) of 5-6 years in the last 10 – **1-7 points** Demonstrated experience (with relevant examples) of above 6 years in the last 10 years – **8-10 points**		

3. Demonstrable recent hands on experience (at least 3 years in the last 10) in using modern software architecture and software development related to data science, analytics and data integration, e.g. Python, SQL, KNIME, Pentaho or similar and familiarity in working with semi-structured data (XML, JSON) and APIs. List most relevant projects supported (no more than 3), tools/languages used and nature of the source data (e.g. relational, free text, JSON/XML).	No experience or less than 3 years in the last 10 demonstrated **– 0 points** Demonstrated experience of 3-5 years or less than 3 examples – **1-7 points** Demonstrated experience of more than 5 years with 3 examples – **8 – 20 points**		
4. Demonstrable recent hands on experience (at least 3 years in the last 10) in designing and implementing data warehouse and data lake solutions. Knowledge of different data modelling paradigms, e.g. relational, dimensional, triple store (semantic Wikis), NoSQL. List most relevant projects supported (no more than 3), tools used and data modelling paradigm used.	No experience or less than 3 years in the last 10 demonstrated **– 0 points** Demonstrated experience of 3-5 years or less than 3 examples **1-10 points** Demonstrated experience of more than 5 years with 3 examples – **11-25 points**		
5. Effective story telling via data, Experienced 'data storyteller'. Provide most relevant examples (no more than 3) together with the type of audience, 'data story' presented and presentation goals and outcomes.	No experience **– 0 points** Less than 3 examples **1-3 points** Provided 3 examples for non-executive, managerial audience or with no actionable outcomes **4-7 points** Provided 3 examples for executive level audience or with evident and actionable outcomes **8-10 points**		
6. Demonstrable recent hands on experience (at least 2 years in the last 5) with data presentation and visualization tools, e.g. Microsoft Power BI, Tableau, Kibana, or similar using high quality graphs and	No experience or less than 2 years **– 0 points** Experience of 2-3 years or less than 3 examples **1-10 points** Experience of more than 3 years and 3 examples **11-25 points**		

reports, charts, heats maps and interactive dashboards. List most relevant projects supported (no more than 3), types of visualizations, and tools used.	56		

LABOR CATEGORY 7 - ENTERPRISE ARCHITECT IN SUPPORT OF ACT ARCHITECTURAL COHERENCE

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

Number of Candidates: 1 Candidate

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

The HQ SACT requires support in establishing the Enterprise Architecture function to architecturally align on-going and future programmes and initiatives delivering the Digital Transformation Implementation Strategy. The HQ SACT is responsible for developing Capability Architectures in support of the different modernisation and transformation programmes and part of the Business and Information Enterprise Architecture. Several Capability Architectures were developed in the past, but they need an alignment with the new NATO Digital Transformation and to better support the future Multi-Domain Operations.

The support will consist of providing the high-level architectural overviews, dashboards and heat maps to support gap/overlap analysis and coherence between multiple programmes and initiatives; provide reusable architectural building blocks shared across multiple capability architectures, and support multiple capability architecture teams within HQ SACT with common processes, templates, guidelines, tools, and reports.

Tasking

1. Conduct a critical analysis and review of existing and under-development enterprise and capability architectures in order to gain a big picture perspective of architecture maturity across multiple projects.

2. Develop and maintain an overarching strategic Enterprise Architecture overview linking existing programme capability architectures.

3. Support architectural coherence of multiple Capability Programmes. Support data integration and advanced Business Intelligence reporting based on architectural data, requirements and programme data and creation of reports, dashboards and heatmaps on their connections, overlaps and gaps.

4. Present architectural information in various formats appropriate for non-technical stakeholders and leadership.

5. Provide architectural guidance to capability architects, and programme directors, and requirements managers.

6. Support programme and project planning activities to ensure they take into account the architectural dependencies.

7. Support capability architects to ensure consistency of design and adherence to appropriate architectural standards and to the Enterprise Architecture.

8. Develop, configure and maintain templates, guides, HOWTO documents and reports for Enterprise Architecture and Capability Architectures. Follow ArchiMate and NATO Architectural Framework 3 (NAF3) guidelines and best practices.

9. Configure, integrate and maintain architectural tools and shared repositories.

10. Maintain a library of reusable Architectural Building Blocks (e.g. taxonomies, reference architectures) to be used across enterprise and capability architectures.

11. Perform additional tasks as required by the COTR related to the labor category.

Essential Qualifications

1. A University degree level education in a relevant field related to Enterprise Architecture (e.g. Computer Science and Electrical Engineering, Information Sciences and Technology, Mathematics, Business Administration, etc.). Professional experience in enterprise architecture of min. 5 years will be accepted in lieu of degree in a relevant field.

2. Demonstrable experience (at least 5 years in the last 10) as lead/key contributor in the development of enterprise or solution architectures for complex systems and environments. List most relevant projects supported, architectural artefacts produced, and architecture related tasks performed.

3. Demonstrable recent experience in use of and training or certification (i.e. in the last 10 years) in Enterprise Architecture frameworks such as TOGAF, Zachman, DODAF, NAF4 or similar. List most relevant projects supported (no more than 3) and frameworks used.

4. Demonstrable recent experience (i.e. in the last 10 years) of applying ArchiMate notation for architecture modelling. List most relevant projects (no more than 3) and ArchiMate viewpoints modelled.

5. Demonstrable experience in coordinating architectural work across multiple teams and projects. Provide information on number of projects involved and candidate's role in the coordination process.

6. Demonstrable experience in working with and configuring professional collaborative architecture tools (e.g. Sparx Enterprise Architect, Aris) and work with shared architecture repositories. List tools used, length of experience, and average size of architecture teams working with you on a shared repository.

7. Demonstrable experience (2 years or more in the last 10) in scripting and software development, particularly in scripting and customizing architectural tools (e.g. Sparx EA, Aris) using JScript, VBScript, SQL, XML or similar. Provide most relevant examples (no more than 3).

8. Demonstrable experience in presenting architectural information to non-technical audience and leadership. Provide most relevant examples (no more than 3) together with the type of audience, architectural artifact presented and presentation goals and outcomes.

9. Demonstrable experience in developing and applying architectural quality standards, modeling guides and templates. Provide most relevant examples (no more than 3) and your role in the process (defined or applied standards/templates).

10. Knowledge of the software products to support the representation of the architectures using web reporting, Data Science and Business Intelligence techniques and tools (e.g. PowerBI, Semantic Wikis). List tools used.

11. Experience working for NATO or similar military or international structure (i.e. International Organization or national MoD).

Requirements Matrix

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

Best Value Criteria for Labor Category 7 Enterprise Architect in support of ACT Architectural Coherence

Company Name:

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of **70 Points** in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Range **Point values assigned based on level, duration and relevance of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.** **ANY SCORE OF ZERO IS NON-COMPLIANT UNLESS OTHERWISE STATED** **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.**	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
7. A University degree level education in a relevant field related to Enterprise Architecture (e.g. Computer Science and Electrical Engineering, Information Sciences and Technology, Mathematics, Business Administration, etc.). Professional experience in enterprise architecture of min. 5 years will be accepted in lieu of degree in a relevant field.	No degree – **0 points** Degree in an irrelevant field and less than 5 years of professional experience in enterprise architecture – **0 points** Bachelor or Master degree in a relevant field or 5 years' experience – **1-3 points** Doctorate or equivalent in a relevant field - **4-5 points**		
8. Demonstrable experience (at least 5 years in the last 10) as lead/key contributor in the development of enterprise or solution architectures for complex systems and environments. List most relevant projects supported, architectural artefacts produced, and architecture related tasks performed.	No experience demonstrated **– 0 points** No relevant examples of projects, artefacts and tasking provided **– 0 points** Less than 5 years in the last 10 years – **0 points** Demonstrated experience (with relevant examples) of 5-6 years in the last 10 years – **1-7 points** Demonstrated experience (with relevant examples) of above 6 years in the last 10 years - **8-10 points**		

9. Demonstrable recent experience in use of and training or certification (i.e. in the last 10 years) in Enterprise Architecture frameworks such as TOGAF, Zachman, DODAF, NAF4 or similar. List most relevant projects supported (no more than 3) and frameworks used.	No experience or certification / training – **0 points** Certification / training but no projects listed – **1 point** Certification / training but less than 3 projects listed - **2-3 points** Certification / training and 3 projects and used frameworks listed as examples **4-10 points**		
10. Demonstrable recent experience (i.e. in the last 10 years) of applying ArchiMate notation for architecture modelling. List most relevant projects (no more than 3) and ArchiMate viewpoints modelled.	No experience in the last 10 years - **0 points** Less than 3 projects listed **– 1-3 points** Demonstrated experience with 3 relevant examples given – **4-10 points**		
11. Demonstrable experience in coordinating architectural work across multiple teams and projects. Provide information on number of projects involved and candidate's role in the coordination process.	No experience demonstrated – **0 points** Demonstrated experience with architectural coordination across 2-3 teams / projects – **1-3 points** Demonstrated experience with architectural coordination across more than 3 teams / projects – **4-10 points**		
12. Demonstrable experience in working with and configuring professional collaborative architecture tools (e.g. Sparx Enterprise Architect, Aris) and work with shared architecture repositories. List tools used, length of experience, and average size of architecture teams working with you on a shared repository.	No experience demonstrated – **0 points** Experience of 1-2 years with 1 tool – **1-3 points** Experience of 1-2 years with multiple tools – **4-7 points** Experience of more than 2 years with multiple tools – **8-10 points**		
13. Demonstrable experience (2 years or more in the last 10) in scripting and software development, particularly in scripting and customizing architectural tools (e.g. Sparx EA, Aris) using JScript, VBScript, SQL, XML or similar.	No experience or less than 2 years in the last 10 demonstrated – **0 points** Scripting experience of 2-3 years, not specific to architectural tools – **1-3 points** Scripting experience of more than 3 years not specific to architectural tools, **4-7 points**		

Provide most relevant examples (no more than 3).	Architectural tools scripting experience of 2 or more years, **8-10 points**		
14. Demonstrable experience in presenting architectural information to non-technical audience and leadership. Provide most relevant examples (no more than 3) together with the type of audience, architectural artefacts presented and presentation goals and outcomes.	No experience demonstrated – **0 points** Less than 3 relevant examples provided – **1-3 points** Provided 3 relevant examples – **4-10 points**		
15. Demonstrable experience in developing and applying architectural quality standards, modelling guides and templates. Provide most relevant examples (no more than 3) and your role in the process (defined or applied standards/templates).	No experience demonstrated – **0 points** Applied standards – **1-3 points** Defined standards and templates – **4-10 points**		
16. Knowledge of the software products to support the representation of the architectures using web reporting, Data Science and Business Intelligence techniques and tools (e.g. PowerBI, Semantic Wikis). List tools used.	Not demonstrated- **0 points** Knowledge of architectural tools built in web reporting features **1-3 points** Knowledge of other (e.g. BI, semantic wikis) web reporting tools **4-10 points**		
17. Experience working for NATO or similar military or international structure (i.e. International Organization or national MoD).	No experience demonstrated – **0 points** Less than 5 years' experience – **1-3 points** More than 5 years' experience – **4-5 points**		

LABOR CATEGORY 8 – PROGRAM MANAGER CONTRACTOR SUPPORT – NUCLEAR CONSULTATION, COMMAND & CONTROL (NC3)

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

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 January 2024 – 31 December 2024, Option Period One: 1 January 2025 – 31 December 2025, Option Period Two: 1 January 2026 – 31 December 2026, Option Period Three: 1 January 2027 – 31 December 2027, Option Period Four: 1 January 2028 – 31 December 2028

Taskings:

1. Maintain the comprehensive program schedule for the NATO NC3 capability development. Create and manage program schedules, ensuring milestones are met.
   a. Understand the scope, objectives, and requirements of the program and its constituent projects. Identify dependencies, constraints, and critical milestones.
   b. Develop a Work Breakdown Structure (WBS) that conveys manageable work packages or tasks. Define the hierarchy of deliverables and activities.
   c. Create a master program schedule that outlines the start and end dates of each project, major milestones, dependencies, and critical paths for the purpose of managing the NC3 Capability Program Plan development and schedule estimates for NC3 implementation activities.
   d. Identify potential scheduling risks and develop mitigation strategies. Consider factors such as resource availability, external dependencies, and unforeseen challenges.
   e. Continuously monitor project and program progress against the baseline schedule. Identify variances and delays promptly.

2. Plan and organize meetings and workshops.
   a. Support the Program Leadership in determining the purpose, objectives, and desired outcomes of the meeting or event.
   b. Understand the specific needs and expectations of stakeholders for meeting events.
   c. Identify suitable venues; consider factors such as location, capacity, security/classification, and visitor accessibility.
   d. Plan logistical details, including scheduling, transportation where required, accommodations, conference equipment setup. Ensure that all necessary arrangements are in place.
   e. Create comprehensive meeting agendas that outlines topics, briefers/presenting organization, and time allocations. Share the agenda with stakeholders in advance for input and feedback.
   f. Coordinate the creation and distribution of meeting materials, read-aheads, presentations, and any other necessary documents.
   g. Ensure that any required communications tools, such as video tele-conferencing (Classified and Unclassified) and presentation interfaces are tested and ready for use prior to the meeting.
   h. Establish clear and effective communication channels with stakeholders keeping them informed about meeting details, changes, and updates.

    i. Send out formal Calling Notices and informal notifications to stakeholders, including date, time, location, and agenda. Monitor/track RSVPs and attendance.

    j. Manage stakeholder expectations regarding the meeting's goals, objectives, and outcomes. Address any concerns or questions they may have.

    k. Gather feedback from stakeholders before and after the meeting to assess their expectations and satisfaction levels.

    l. Record meeting minutes, decisions, and action items. Ensure that documentation is accurate and distributed to relevant parties promptly.

    m. Follow up on action items, decisions, and commitments made during the meeting. Communicate progress and updates to stakeholders.

3. Maintain accurate and up-to-date program documentation, including project plans and progress reports.
4. Facilitate communication and coordination among stakeholders and teams involved in the program.
5. Prepare progress reports and briefings for senior leadership and stakeholders.
6. Seek opportunities for program improvement and efficiency.
7. Directly supports the Branch Head and will be required to travel to meetings and conferences both within and outside NATO's boundaries for up to 30 days per year.
8. Performs additional tasks as required by the COTR related to the LABOR category.

Essential Qualifications

1. Possess a university degree in a social science or engineering field of study. A master's degree or relevant certifications is preferred.
2. Proven experience as a Program Scheduler or Manager or in a similar role, with a minimum of 2 years of experience in project scheduling. Experience in project management methodologies, including planning, resource allocation, and risk management, preferably within a defense or military context.
3. Possesses project management certifications such as PMP (Project Management Professional) or PMI-SP (PMI Scheduling Professional).
4. Extensive experience working with Microsoft Project in complex project or program environments with demonstrated ability to create, manage, and optimize schedules. Demonstrates the following Microsoft Project Proficiency:
   a. Expert-level proficiency in Microsoft Project, including advanced features and functions.
   b. Ability to develop and maintain complex project schedules, including defining task dependencies, resource allocation, and critical path analysis.
   c. Deep knowledge of Microsoft Project's capabilities for reporting, visualization, and integration with other project management tools.
5. Experience in organizing and facilitating mid-sized events (i.e. preparing and assisting presenters in the development of presentations and development of decision support briefings)
6. Previous NATO experience in at least one of the following functional areas: Nuclear Deterrence, Political Affairs, Defense and Security, Operations, Resourcing and Implementation, or Science and Technology is highly beneficial.

Requirements Matrix

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

Best Value Criteria for <u>**Labor Category 8 – Program Manager Contractor Support – Nuclear Consultation, Command & Control (NC3)**</u>

Company Name:

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of **70 Points** in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Range **Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.** **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.** <mark>**ANY SCORE OF ZERO IS NONCOMPLIANT**</mark>	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. A university degree in a social science or engineering field of study. A master's degree or relevant certifications is preferred. In lieu of a Bachelor's degree, 6 years as a Program Scheduler is acceptable	No Degree or experience: **0 points** Bachelor's Degree or 6 years' experience: **1-10 points** Master's Degree: **11-20 points**		
2. Proven experience as a Program Scheduler or Manager or in a similar role, with a minimum of 2 years of experience in project scheduling. Experience in project management methodologies, including planning, resource allocation, and risk management.	< 2 years: **0 points** >2 years: **1-10 points** >2 years' experience in a defense or military context: **11-20 points**		
3. Possesses relevant certifications in Project Management. PMP, PMI-SP (PMI Scheduling Professional) or equivalent	No: **0 points** Yes: **1-10 points**		
4. Extensive experience working with Microsoft Project in complex project or program environments with demonstrated ability to create, manage, and optimize schedules. Demonstrates the following Microsoft Project Proficiency:	< 1 year: **0 points** 1-2 years: **1-10 points** 3-4 years: **11-15 points** > 5 years: **16-20 points**		

a. Expert-level proficiency in Microsoft Project, including advanced features and functions. b. Ability to develop and maintain complex project schedules, including defining task dependencies, resource allocation, and critical path analysis. c. Deep knowledge of Microsoft Project's capabilities for reporting, visualization, and integration with other project management tools.			
5. Meeting/Workshop Planning Experience. Note: Experience must include organizing and facilitating mid-sized events (from logistics perspective, preparing and assisting presenters in the development of presentations and development of decision support briefings).	< 1 year: **0 points** 1-2 years: **1-10 points** 3-4 years: **11-15 points** > 5 years: **16-20 points**		
6. Previous NATO experience in at least one of the following functional areas: Nuclear Deterrence, Political Affairs, Defense and Security, Operations, Resourcing and Implementation, or Science and Technology	< 1 year **1-5 points** >1 year **6-10 points**		

**LABOR CATEGORY 9 – CYBERSPACE SITUATIONAL AWARENESS (CYSA)
CONCEPT IMPLEMENTATION AND ENGINEERING SUPPORT**

Location: NORFOLK, VA, USA, on-site.

Number of Candidates: One Candidate.

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

Background information:
As a result of the declaration of Cyberspace as a domain of operations, NATO has allocated significant efforts to the development of functions and capabilities supporting conducting operations and missions in cyberspace. Cyberspace Situational Awareness (CySA) is considered an essential capability to conduct operations in cyberspace, as well as to support coordination, collaboration and consultation with NATO members and partners.

NATO has conducted a number of research and development studies in the area of CySA concepts, specifications and architectures, and has come up with a good description of the required CySA capabilities for NATO and the Alliance. NATO is ready to develop and implement the CySA capability. This Statement of Work (SoW) seeks contractor support to for CySA concept implementation and engineering, notably in support of capability development.

Taskings:
1. Based on the literature review (including results of studies conducted by ACT), as well as additional guidance from Cyberspace Branch Subject Matters Experts (SMEs), develop a plan to implement CySA concept in support of capability development efforts, notably for the Capability Programme Plan (CPP).

2. Provide engineering support to capability development activities related to CySA concept implementation: *inter alia* capability requirements identification and definition across all DOTMLPFI[2] aspects, Analyses of Alternatives (AoA), architecture development, Information Exchange Requirements (IERs) definition, interoperability assessment.

3. Maintain relevant Communities of Interest (NATO, nations, industry, academia) dedicated to the implementation of CySA concept: coordinate workshops, Request for Information (RFI), etc. to share/collect inputs from stakeholders.

4. Provide support to update existing CySA concepts, as necessary.

5. Based on the experience with CySA concept implementation, develop strategies, plans and procedures that will inform future concept implementation effort within cyberspace domain in support of capability development.

6. Support and contribute to other warfare development activities related to concept implementation and engineering (feasibility studies, experimentation, etc.).

7. Directly support the Branch Head/Technical Director/Section Heads and travel to meetings and conferences both within and outside NATO's boundaries for up to 30 days per year, as required.

8. Performs additional tasks, related to the contract, as required by the COTR.

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[2] Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities and Interoperability.

Essential Qualifications

1. Master's degree or similar national academic qualification in computer science, network security, cybersecurity or any related field. Can be substituted with Bachelor Degree and 5 years of experience in relevant field.

2. Post-grade education in CIS security and cyber defence disciplines, as Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM).

3. Minimum of 5 years post-grade (post- CISSP, GIAC Security Expert, CISM) hands-on experience in system engineering activities covering complete capability lifecycle, including, but not limited to, requirement identification, specification definition, interoperability assessment, and architecture development.

4. Minimum of 5 years post-grade (post- CISSP, GIAC Security Expert, CISM) hands-on experience concept implementation and engineering in the area of military operations cyberspace situational awareness (CySA) concepts. At least 3 of those years should be in a role of lead engineer.

5. Practical and recent (less than two-years old) experience with architecture drafting, preferably using NATO Architectural Framework (NAF) or similar standard (e.g. TOGAF).

6. Minimum of 4 years post-degree experience in the process of planning, facilitation and executing workshops for various stakeholders including governmental agencies, academia and industry.

7. Experience working for NATO or similar military structure (i.e. International Organization or national MoD), including in relation to its concept and capability development processes and procedures.

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 9 – CySA Concept Implementation and Engineering Support

Company Name:

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of **70 Points** in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

CRITERIA MATRIX – LC 9 CYSA CONCEPT IMPLEMENTATION AND ENGINEERING SUPPORT

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification. **ANY SCORE OF ZERO IS NONCOMPLIANT UNLESS OTHERWISE STATED**	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. Master's degree or similar national academic qualification in systems engineer, computer science, network security or cyber-security. Can be substituted with Bachelor Degree and 5 years of experience in relevant field.	• No degree: **0 points** • Bachelor degree only: **1-5 points** • Bachelor degree and 5 years of experience in relevant field of study: **6-10 points** • Master's degree: **6-10 points**		
2. Post-degree education in CIS security and cyber defence disciplines, as Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM).	• No cyber certificate: **0 points** • Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM): **1-10 points**		
3. Minimum of 5 years post-grade (post- CISSP, GIAC Security Expert, CISM) hands-on experience in system engineering activities covering complete capability lifecycle, including, but not limited to, requirement identification, specification definition, interoperability assessment, and architecture development.	• No experience: **0 point** • Experience 1-5 years: **5-15 points** • Experience 5-10 years: **16-25 points**		
4. Minimum of 5 years post-grade (post- CISSP, GIAC	• No experience: **0 point** • Experience in technical cyber		

Security Expert, CISM) hands-on experience concept implementation and engineering in the area of military operations cyberspace situational awareness (CySA) concepts. At least 3 of those years should be in a role of lead engineer	security situational awareness concepts: **1-5 points.** • Experience 5+ years in military (mission-level) cyberspace situational awareness concepts and capabilities: **6-25 points**		
5. Practical and recent (less than two-years old) experience with architecture drafting, preferably using NATO Architectural Framework (NAF) or similar standard (e.g. TOGAF)	• No experience or familiarity: **0 points** • Familiar with the theory and practical experience < 4years: **1-5 points** • Practical experience > 4 years: **6-10 points**		
6. Minimum of 4 years post-degree experience in the process of planning, facilitation and executing workshops for various stakeholders including governmental agencies, academia and industry.	• < 4 year: **5-9 points** • > 4 years: **10 points**		
7. Experience working for NATO or similar military structure (i.e. International Organization or national MoD), including in relation to its concept and capability development processes and procedures.	• No experience: **0 points** • NATO or similar military structure experience: **1-5 points** • NATO or similar military structure experience in concept and capability development area: **6-10 points**		

LABOUR CATEGORY 10 –PROGRAMME COORDINATOR IN SUPPORT OF PROGRAMME DIRECTOR OF CYBERSPACE CAPABILITIES (NORFOLK, VA, USA)

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

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 February 2024 – 31 December 2024,

> **Option Period One:** 1 January 2025 – 31 December 2025.

> **Option Period Two:** 1 January 2026 – 31 December 2026.

> **Option Period Three:** 1 January 2027 – 31 December 2027.

Background Information
ACT contributes to preserving the peace, security and territorial integrity of Alliance member states by leading, at Strategic Command level, Warfare Development required to enhance NATO's posture, military structures, forces, capabilities and doctrines.

The Capability Development Directorate (CAPDEV) comprises two Divisions-Requirements and Capabilities. The Directorate supports SACT in his Capabilities Requirement Authority (CRA) role. It is responsible for a holistic through lifecycle Capability Development approach that infuses innovation and transformative efforts that are an integral part of the Warfare Development. This includes responsibilities for elicitation, development, capture and collection, quality review, traceability and visibility of capability requirements.

The Capabilities Division coordinates the development of capabilities from capability planning through acceptance and then disposal with the management entities, NATO Headquarters staff and the NATO Governance Structure. This entails synchronizing horizontally across capabilities to achieve coherent efforts and outcomes.

The Cyberspace Branch provides scientific, technical and operational expertise for the development and continuous improvement of modern and agile Cyberspace capabilities including Cyber Defence and enabling cryptographic infrastructure.

The Cyber Capabilities Section leads the development and management of Capability Programme Plans (CPPs) and monitors the delivery of programme outcomes and benefits within scope, cost and schedule tolerances. The Section leads the acceptance testing and documentation of assigned capabilities.

The incumbent serves as the Programme Coordinator (Cyberspace Capability Development) in the Cyber Capabilities Section within the Cyberspace Branch.

Task.
In broad terms, the task involves the coordination, in support of the Programme Director, of the development and management of cyber CPPs to meet operational and capability requirements across DOTMLPFI[3] aspects.
The specific incumbent´s duties are:

1. Contribute to the elicitation of operational requirements, translating the outputs of the Warfare Development Agenda activities to the ORS developed by ACO.
2. Coordinate the elicitation of the capability requirements with the Capability Requirement Managers and in coordination with the Capability Engineer.

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[3] Doctrine, Organisation, Training, Material, Leadership, Personnel, Facilities and Interoperability

3. Based on the architecture and the DOTMLPFI analysis, coordinate with the Capability Engineer the scope of the programmes to realize the expected benefits and coordinate with ACO the development of the Benefits Realization Plan of the programmes.
4. Develop and maintain a catalogue of programme documents and their status.
5. Identify and map the interdependencies of the programme with the adjacent programmes and identify the risks stemming from those interdependencies.
6. Within the context of capability development, identify, evaluate and plan mitigation actions for the risks to deliver the programme benefits within scope, schedule and cost.
7. Coordinate the development of the scope, cost and schedule of each of the projects. Develop the programme tolerances to cover the uncertainties of the programme planning and the risks that were identified.
8. Coordinate with the Project Management Office (PMO) in order to keep the PMO hub up to date and to provide the information needed to make informed management decisions at CMF level.
9. Support Programme Director and staff to review projects, or TBCE, before they are submitted for governance approval, to ensure compliance between implementation efforts and the overall capability programme plans.
10. Support the Programme Director to ensure that ACT statements are provided to the Investment Committee during the screening process of the projects, funding requests or exception reports.
11. Collect and communicate lessons identified from the programme management activities and propose actions to improve the day-to-day performance.
12. Perform additional tasks, as required by the Programme Director, related to the labour category.

Essential Qualifications
1. A Bachelor's Degree in Engineering, Mathematics, Computer Science or Business Administration from an accredited university.
2. Non-expired programme management practitioner-level certification by an accredited institution, such as the Programme Management Institute PMP or the Axelos MSP. (training only will not suffice)
3. Expert-level post-grade certification in CIS security and cyber defence disciplines, as Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM). (training only would not suffice)
4. Minimum of 3 years in the last 5 in the field of programme or project management.
5. Minimum of 2 years in the last 5 of experience in in the Cyber area.
6. Minimum of 2 years in the last 5 of experience in briefing senior leaders/decision makers. Effective oral and written communication skills, with good briefing and presentation skills; ability to interact with senior military and civilian officials in an international environment, using tact and diplomacy.
7. Demonstrate familiarity with the NATO Common Funded Capability Delivery Governance Model.
8. Demonstrate familiarity with NATO as an organization.
9. Demonstrate working knowledge of tolerance management.
10. Demonstrate working knowledge on Benefits Management.
Demonstrate working knowledge on Risk Management.

Requirements Matrix

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

Best Value Criteria for LABOUR CATEGORY 10 – PROGRAMME COORDINATOR IN SUPPORT OF PROGRAMME DIRECTOR OF CYBERSPACE OPERATIONS (NORFOLK, VA, USA)

Company Name:

Proposed Candidate Name:

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

	Item	Compliant	Non-Compliant
1	Minimum of one past performance citations within the last five years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
2	Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
3	Active NATO or National SECRET (or higher) security clearance, at the time of bidding		
4	Valid NATO Nation passport with no travel restrictions to NATO nations		
5	Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
6	Minimum of 60 Points in the Subject Matter Expert Criteria		

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.** **ANY SCORE OF ZERO IS NONCOMPLIANT UNLESS OTHERWISE STATED**	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. A Bachelor's Degree in Engineering, Mathematics, Computer Science or Business Administration from an accredited university.	No Degree: non-compliant: **0 points** Bachelor's Degree: **1- 5 point**s Master's Degree: **6-7 points** Mater's Degree in business management and administration: **8-10 points**.		
2. Non-expired programme management practitioner-level certification by an accredited institution, such as the Programme Management Institute PMP or the Axelos MSP. (training only will not suffice)	No cyber certificate: **0 points** Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM): **1-10 points**		
3. Expert-level post-grade certification in CIS security and cyber defence disciplines, as Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM). (training only would not suffice)	No Certification: **0 points** PMI CAPM: **1-3 Points** PMI PMP / Axelos MSP Practitioneer: **4-5 Points** Prince2 Practitioneer / PMI PgMP/PfPM: **6-10 points**		
4. Minimum of 3 years in the last 5 in the field of programme or project management.	Less than 3 years: **0 points** 3-5 years: **1-5 points** Over 5 years: **6-10 points**		

5. Minimum of 2 years in the last 5 of experience in in the Cyber area.	Less than 3 years: **0 points** 3-5 years: **1-5 points** Over 5 years: **6-10 points**		
6. Minimum of 2 years in the last 5 of experience in briefing senior leaders/decision makers. Effective oral and written communication skills, with good briefing and presentation skills; ability to interact with senior military and civilian officials in an international environment, using tact and diplomacy.	Less than 3 years: **0 points** 3-5 years: **1-5 points** Over 5 years: **6-10 points**		
7. Demonstrate familiarity with the NATO Common Funded Capability Delivery Governance Model.	Familiar but not demonstrable: **1 point** Familiarity demonstrable: **2-10 points**		
8. Demonstrate familiarity with NATO as an organization.	Familiar but not demonstrable: **1 point** Familiarity demonstrable: **2-10 points**		
9. Demonstrate working knowledge of tolerance management.	No demonstrable: **1 point** Demonstrable: **2-10 points**		
10. Demonstrate working knowledge on Benefits Management	No demonstrable: **1 point** Demonstrable: **2-10 points**		

LABOR CATEGORY 11 – CYBERSPACE CONCEPT VALIDATION & EXPERIMENTATION OFFICER

Location: NORFOLK, VA, USA, on-site.

Number of Candidates: One Candidate.

Period of Performance: Base Period: 1 January 2024 – 31 December 2024, Option Period One: 1 January 2025 – 31 December 2025, Option Period Two: 1 January 2026 – 31 December 2026, Option Period Three: 1 January 2027 – 31 December 2027, Option Period Four: 1 January 2028 – 31 December 2028.

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

Cyberspace concepts need to be validated and tested to inform warfare and capability development through different methods/mechanisms such as comparative analysis, demonstration, wargaming and experimentation, based on robust validation methodologies. This Statement of Work (SoW) seeks a cyberspace concept validation & experimentation officer to support ACT's Cyberspace Branch for the validation of concepts for cyberspace operations as well as related strategies and capabilities. Expertise in network security, cybersecurity, hardware/software integration, technical infrastructure implementation (Virtual Machines, VPNs, server configuration and administration, etc.) is required.

Taskings:
1. Support the Technical Director and the experimentation community in the review and selection of cyberspace concepts that require validation/experimentation, with a maximum of, approximately, three or four experiments per year.

2. For each of those experiments:

    a. Select the appropriate methods/mechanisms for concept validation, including, but not limited to, analysis, demonstration, verification or operational/technical validation, to be conducted using a variety of means such as prototypes experimentation, table-top exercises, wargames, among other options.

    b. For each experiment, develop the experiment plan, which shall be described in terms of background, objectives, hypothesis, metrics, success criteria, constraints and other applicable considerations. The individual experiment plan will usually have to be coordinated with the hosting exercise/venue experimentation plan.

    c. Assemble, coordinate and inform the experiment Community of Interest (which includes NATO organizations, nations, Cyber Range, industry, and academia).

    d. Ensure availability of technical knowledge/support and required infrastructure (cyber range, hardware/software, configurations, supplies, etc.) for the successful execution of the campaign.

    e. Be responsible or support, as needed, the development of stand-alone or cyber range-hosted infrastructure (HW/SW), centralized or distributed, as well as facilitate

or support its configuration, verification and testing. This requires in-depth expertise in working with real servers and virtual machines, VPNs, network configuration and administration, firewalls, intrusion detection systems, SIEMs, etc.

    f. Prepare relevant briefings and other communication materials (flyers, posters, etc.), and deliver presentations.

    g. Coordinate and support the experiment execution, including coordination with the hosting/venue exercises plans and battle-rhythms.

    h. Draft the final experiment report, based on achievement of pre-developed metrics and success criteria, with findings, analysis and recommendations.

3. Support the Branch Head/Technical Director/Section Heads for other warfare development activities related to experimentation/concept validation (feasibility studies, concept to capability translation, capability analysis and systems engineering, etc.).

4. Integrate and work along the cyberspace branch concept development Community of Interest, contributing to the development of methodologies and processes and supporting the development of synergies among all concept development activities.

5. Attend, as required, meetings and conferences typically within NATO's boundaries for up to 30 days per year, as required.

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

Essential Qualifications:

1. Master's degree or similar national academic qualification in systems engineer, computer science, network security or cyber-security. Can be substituted with Bachelor Degree and 5 years of experience in relevant field.

2. Post-grade education in CIS security and cyber defence disciplines, as Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM).

3. Minimum of 5 years post-grade (post- CISSP, GIAC Security Expert, CISM) hands-on experience in computer networks design and administration, and network security implementation and enforcement, focusing on cybersecurity aspects of network engineering.

4. Minimum of 5 years post-certification (post- CISSP, GIAC Security Expert, CISM) experience as lead/key contributor in the validation/experimentation of operational, technical or organizational concepts, preferably in a military context and on cyberspace-related topics. Experience shall include the implementation of different methods/mechanisms (e.g. comparative analysis, demonstration, wargaming and experimentation), using robust methodologies such as the NATO Concept Development & Experimentation Handbook[4] or the Code of Best Practices for Experimentation[5], or similar.

5. Minimum of 4 years post-degree experience in the process of planning, facilitation and executing workshops for various stakeholders including governmental agencies, academia and industry.

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[4] https://www.act.nato.int/application/files/1316/2857/5217/NATO-ACT-CDE-Handbook_A_Concept_Developers_Toolbox.pdf
[5] http://www.dodccrp.org/files/Alberts_Experimentation.pdf

6. Experience working for NATO or similar military structure (i.e. International Organization or national MoD), including in relation to its concept and capability development processes and procedures.

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 11 – Cyberspace Concept Validation & Experimentation Officer

Company Name:

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of **70 Points** in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

CRITERIA MATRIX – LC 46 CYBERSPACE CONCEPT VALIDATION & EXPERIMENTATION OFFICER

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT UNLESS OTHERWISE STATED	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
8. Master's degree or similar national academic qualification in systems engineer, computer science, network security or cyber-security. Can be substituted with Bachelor Degree and 5 years of experience in relevant field.	• No degree: **0 points** • Bachelor degree only: **1-5 points** • Bachelor degree and 5 years of experience in relevant field of study: **6-10 points** • Master's degree: **11-15 points**		
9. Post-degree education in CIS security and cyber defence disciplines, as Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM).	• No cyber certificate: **1 points** • Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM): **2-10 points**		
10. Minimum of 5 years post-grade (post- CISSP, GIAC Security Expert, CISM) hands-on experience in computer networks design and administration, and network security implementation and enforcement, focusing on	• No experience: **0 points** • Experience 1-5 years: **2-15 points** • Experience 5-10 years: **16-25 points**		

cybersecurity aspects of network engineering[6]			
11. Minimum of 5 years post-certification (post- CISSP, GIAC Security Expert, CISM) experience as lead/key contributor in the validation/experimentation of operational, technical or organizational concepts, preferably in a military context and on cyberspace-related topics. . Experience shall include the implementation of different methods/mechanisms (e.g. comparative analysis, demonstration, wargaming and experimentation), using robust methodologies such as the NATO Concept Development & Experimentation Handbook[7] or the Code of Best Practices for Experimentation[8], or similar. This shall include the implementation of a number of different methods/mechanisms to validate/experiment those concepts (e.g. comparative analysis, demonstration, wargaming and experimentation).	• No experience: **0 points** • Experience 1-5 years: **1-5 points.** • Experience **(only experience)** 5+ years : **6-10 points** • Experience 5+ years **and** in a military context : **11-15 points** • Experience 5+ years in a military context **and** on cyberspace-related topics : **16-25 points**		
12. Minimum of 4 years post-degree experience in the process of planning, facilitation and executing workshops for various stakeholders including	• < 4 year: **1-5 points** • > 4 years: **6-10 points**		

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[6] Technical direction of teams executing those activities shall be valued, but individual experience in actual network design, operation, administration and securing is still essential. Since this position does not imply any staff management responsibilities, Section Head, Branch Head, Team Lead and other staff management positions shall not be considered as valid experience, unless the candidate is able to demonstrate that technical work represented a substantial part of the daily effort.

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

[8] http://www.dodccrp.org/files/Alberts_Experimentation.pdf

governmental agencies, academia and industry.			
13. Experience working for NATO or similar military structure (i.e. International Organization or national MoD), including in relation to its concept and capability development processes and procedures.	• No experience: **0 points** • Experience in multi-national organization: **1-5 points** • NATO or similar military structure experience: **5-10 points** • NATO or similar military structure experience in concept and capability development area: **10-15 points**		