Invitation

For International Bidding

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

CAPABILITY DEVELOPMENT MANAGEMENT SUPPORT (CDMS) – Amendment 4 –

FINAL AMENDMENT TO PART C

LC	REQUIREMENT	LOCATION	# OF CANDIDATES
6	DATA ANALYST / ENGINEER IN SUPPORT OF ACT ARCHITECTURAL COHERENCE	ON-SITE - Norfolk, VA, USA	1
7	ENTERPRISE ARCHITECT IN SUPPORT OF ACT ARCHITECTURAL COHERENCE	ON-SITE - Norfolk, VA, USA	1
9	CYBERSPACE SITUATIONAL AWARENESS (CYSA) CONCEPT IMPLEMENTATION AND ENGINEERING SUPPORT	ON-SITE - Norfolk, VA, USA	1
10	PROGRAMME COORDINATOR IN SUPPORT OF PROGRAMME DIRECTOR OF CYBERSPACE CAPABILITIES	ON-SITE - Norfolk, VA, USA	1
11	CYBERSPACE CONCEPT VALIDATION & EXPERIMENTATION OFFICER	ON-SITE - Norfolk, VA, USA	1
13	BMD CONTRACTOR SUPPORT TO AIRC2/IAMD BRANCH/BMD SECTION	ON-SITE – MONS, BELGIUM	2
16	STRATEGIC ANALYST / NET ASSESSMENT	ON-SITE – Norfolk, VA USA	1
18	LEAD INSTRUCTIONAL DESIGNER	ON-SITE - Norfolk, VA, USA	1
19	INSTRUCTIONAL DESIGNER	ON-SITE - Norfolk, VA, USA	1
20	MULTIMEDIA DESIGNER / PROGRAMMER	ON-SITE - Norfolk, VA, USA	1
21	MULTIMEDIA DESIGNER / PROGRAMMER – VIDEO SPECIALIST	ON-SITE - Norfolk, VA, USA	1
22	HELPDESK AND ADMINISTRATION	ON-SITE - Norfolk, VA, USA	1
26	CONTRACTOR SUPPORT TO REQUIREMENTS TRACEABILITY	ON-SITE - Mons, BELGIUM	1
28	MSLT NATO NEXT GENERATION OF M&S REQUIREMENTS MANAGER AND ARCHITECT	ON-SITE - Norfolk, VA, USA	1
29	SENIOR CONTRACTOR SUPPORT TO ANALYSE EMERGING AND DISRUPTIVE TECHNOLOGIES	ON-SITE - Norfolk, VA, USA	3
30	SENIOR CONTRACTOR SUPPORT; ANALYST TECHNOLOGY ADVANTAGE	ON-SITE - Norfolk, VA, USA	1
31	TECHNICAL WRITER / EDITOR	ON-SITE - Norfolk, VA, USA	2
32	DATA SCIENTIST	ON-SITE, Norfolk, VA, USA	1
33	SUPPORT TO THE ACT BUSINESS IMPACT ANALYSIS (BIA)	ON-SITE, Norfolk, VA, USA	1
34	CYBERSPACE PRINCIPAL ARCHITECT	ON-SITE, Norfolk, VA, USA	1

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BIDDING INSTRUCTIONS

1.General

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

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, which can differ from the above dates.

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

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

7. Amendment or Cancellation
   (a) HQ SACT reserves the right to amend or delete any one or more of the terms, conditions or provisions of the IFIB prior to the date set for bid closing. A solicitation amendment or amendments shall announce such action.
   (b) HQ SACT reserves the right to cancel, at any time, this IFIB either partially 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 **9 Mar 2024.**

(b) In lieu of a bidder's conference, HQ SACT invites bidders to submit technical and contractual questions not later than **9 Mar 2024.**

(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 ~~19 March 2024~~ **04 April 2024, 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 ~~19 March~~ **04 April 2024, 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_C_Tech_ABC Inc. / IFIB -ACT-SACT-24-01_Part_C_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.

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) Technical clarifications as determined may be conducted.
5) 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 unless otherwise stated in the individual labour category.**

(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 B - provides mandatory price proposal format)

Enclosure 2: Compliance Statement

<u>**COMPLIANCE STATEMENT TO SEALED BID IFIB-ACT-SACT-24-01 (Part C)**</u>

It is hereby stated that our company has read and understands all documentation issued as part of IFIB-ACT-SACT-24-01 (PART C). Our company proposal submitted in response to the referenced solicitation is fully compliant with the provisions of IFIB-ACT-SACT-24-01 (PART C) 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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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 – references may be submitted in lieu of past performance).

NOTE: Past performance (both company and proposed candidate shall be considered)

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

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

Enclosure 4 – 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.**

Proposals not submitted in the proper format will not be considered.

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.

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

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, deplorability 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 Defence Planning Process. All of this work supports NATO preparation for future challenges and threats and seizes emerging opportunities to help shape the future. Rewriting policy documents, work in Resilience, Partnerships and Academic Outreach steward many of the activities of this directorate.

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.

Type of Contract and Period of Performance

j. 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.

k. Period of Performance
Period of Performance (unless otherwise stated in the Statement of Work (SOW).
Base Period: 01 January 2024-31 December 2024

(Expected start for Base Period (Part C)): On or about 1 May 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, <u>which</u>

<u>can differ from the above dates</u>. **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.

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

m. 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 labour 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.

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

o. Partial Bidding
Partial bidding is allowed per individual Labour Category unless otherwise stated. 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.)

p. 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 in size, scope and nature 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:

q. Summary of work performed that is similar to or directly relates to this SOW in size, scope and value.

r. Status of work (i.e. on-going, complete).

s. Date of work performance.

t. Name of client/reference.

u. Complete contact information for client/reference.

v. Permission to contact client for reference.

Past performance of both the company and the proposed candidate will be considered. Bidders are encouraged to 'pre-qualify' candidates presenting with experience on other ACT contracts to ensure acceptable past performance. This information can be obtained through the appointed Contracting Officer.

w. 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:

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

y. 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.

z. 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:

aa. Summary of work (by contractor position) for tasking and deliverables for the reporting period.

bb. Contract hours expended showing a comparison with budgeted hours.

cc. 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.

dd. 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.

ee. Security

ff. 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.

gg. 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.

hh. 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.

ii. 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.

LABOR CATEGORIES:

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

CV'S CREATED USING ARTIFICIAL INTELLIGENCE (AI) SHALL NOT BE CONSIDERED

1. RE-ADVERTISED LABOR CATEGORIES:

Labour Category 6 (one candidate), 7, 9, 10 & 11 are re-advertised from IFIB-ACT-SACT-24-01_Part A. Labour Category 13, 16, 18, 19, 20, 21, 22 and 26 are re-advertised, from IFIB-ACT-SACT-24-01_Part B. Labour category 34 is a re-advertisement of LC 47 from IFIB-23-01.

Candidates previously proposed for the above labour categories on Part A and Part B will not be considered without written permission from the Contracting Officer.

In accordance with the General Terms and Conditions, Clause 24; no proposals shall be accepted or considered for candidates already assigned to an existing contract with HQ SACT, without the prior permission of the Contracting Officer.

Bidders are encouraged to 'pre-qualify' proposed candidates who may have served on ACT contracts for past performance.

Any requests or question shall be submitted prior to the Q&A deadline indicated in Bidding Instructions, Para 8.

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

Location: Norfolk, VA on Site:

Number of Candidates: One Candidate

Period of Performance:
Base Period: 05 February 2024 – 31 December 2024
Option Period 1: 1 January 2025 – 31 December 2025
Option Period 2: 1 January 2026 – 31 December 2026
Option Period 2: 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 modernization 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, and programme/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 visualization 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 visualizations, 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):

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

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 labour 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
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.	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**		
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.	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**		

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.	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**		
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.	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**		
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.	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**		
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.	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**		

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)	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** Architectural tools scripting experience of 2 or more years, **8-10 points**		
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 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**		
9. 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**		

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.	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**		
11. 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 #9 CYBERSPACE SITUATIONAL AWARENESS (CYSA) CONCEPT IMPLEMENTATION AND ENGINEERING SUPPORT – AMENDED

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

Number of Candidates: One (1) Candidate

Period of Performance:
Base Period: Award – 31 December 2024
Option Period 1: 1 January 2025 – 31 December 2025
Option Period 2: 1 January 2026 – 31 December 2026
Option Period 3: 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.

Hands-on experience in system engineering activities covering the complete capability lifecycle, from requirement & specification definition to architecture development, as well as in concept implementation, experimentation and engineering in a military context, are essential. In general, management experience, team leading participation and/or contribution to the above activities will not suffice to qualify the candidates.

Tasking

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

1. Provide system engineering support to capability development activities related to CySA concept implementation: *inter alia* capability requirements identification and definition across all DOTMLPFI[1] aspects, Analyses of Alternatives (AoA), architecture development, Information Exchange Requirements (IERs) definition, operational evaluation and validation, interoperability assessment.
2. 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.
3. Provide support to update existing CySA concepts, as necessary, including through concept development, experimentation, feasibility analysis, prototyping and technical/operational validation.
4. Based on the experience with CySA concept implementation, develop strategies, plans and procedures that will inform future concept implementation and engineering efforts within cyberspace domain in support of capability development.
5. Support and contribute to other warfare development activities related to concept implementation and engineering (feasibility studies, experimentation, etc.).
6. 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.
7. Performs additional tasks, related to the contract, as required by the COTR.

Essential Qualifications

This Job Description calls for an experienced system engineer, familiar with the implementation and engineering of operational/military concepts throughout the complete capability life cycle. The incumbent must have hands-on experience and be able to formulate requirements/specifications and develop architectures and solutions, either interim or final ones. Generic statements of experience and/or participation in applicable campaigns will not suffice. Management, supervisory or contributor roles will in general not suffice.

1. Master's degree or similar national academic qualification in computer science, network security, cybersecurity or any related field. A Bachelor Degree and 5 years of recent experience in system engineering and concept implementation will be considered. In general, management experience, team leading,

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

participation and/or contribution to the above activities will not suffice to qualify.

2. Minimum of 7 years (within the last 10 years) post-graduate 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. In general, management experience, team leading, participation and/or contribution to the above activities will not suffice to qualify[2].

3. Minimum of 3 years (within the last 7 years) post-graduate hands-on experience in concept implementation and engineering in a military context, preferably related to operational-level cyberspace situational awareness (CySA) concepts. At least 3 of those years should be in a role of lead engineer. In general, management experience, team leading, participation and/or contribution to the above activities will not suffice to qualify.

4. Minimum of 3 years (within the last 7 years) experience with architecture drafting, preferably using NATO Architectural Framework (NAF) or similar standard (e.g. TOGAF).

5. 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).

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

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

8. NATO Secret Security Clearance or National equivalent, at the time of bidding.

9. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.

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[2] Technical direction of teams executing those activities shall be valued, but individual experience in actual system engineering activities are 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.

~~Annex A~~
Requirements Matrix

Please fill the requirements compliance and scoring matrix below. Indicate page, paragraph and line number referencing where candidates meet the criteria. Explain candidate's role, activities and products where requested. 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 implies candidate is noncompliant.**

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)		

Essential Requirement	Scoring Range	Page, Paragraph and Line Number referencing where candidates meet the criteria. Explain candidate's role, activities and products where requested. **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.**	Score (Max total, 100 points)
1. Master's degree or similar national academic qualification in systems engineer, computer science, network security or cyber-security. A Bachelor Degree and 5 years of recent experience in system engineering and concept implementation will be considered.	• No degree: 0 points • Bachelor degree only: 5 points • Bachelor degree and 5 years of recent experience in system engineering: 10 points • Master's degree: 15 points	In addition to the reference(s), if recent experience is claimed, indicate projects, dates, role and applicable products.	
2. Minimum of ~~7~~ 3 years (within the last 10 years) post-graduate 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. **In general, management experience, team leading, participation and/or contribution to the above activities will not suffice to qualify**[3].	• Less than 3 years ~~No~~ experience: 0 point • Less than 5 years relevant experience: 3 points. • 5 years or more in non-related areas: 10 points. • 5 years or more in related areas: 25 points.	In addition to the reference(s), if recent experience is claimed, indicate projects, dates, role and applicable products.	

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[3] Technical direction of teams executing those activities shall be valued, but individual experience in actual system engineering activities are 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.

Essential Requirement	Scoring Range	Page, Paragraph and Line Number referencing where candidates meet the criteria. Explain candidate's role, activities and products where requested. **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.**	Score (Max total, 100 points)
3.Minimum of 3 years (within the last 7 years) post-graduate hands-on experience concept implementation and engineering in a military context, preferably related to operational-level cyberspace situational awareness (CySA) concepts. At least 3 of those years should be in a role of lead engineer**. In general, management experience, team leading, participation and/or contribution to the above activities will not suffice to qualify.**	• No experience: 0 point. • Less than 3 years: 1 point. • 3 years or more in non-related context: 5 points. • 3 years or more in military context: 10 points. • 3 years or more in military context and on cyberspace-related topics (CySA): 20 points.	In addition to the reference(s), if recent experience is claimed, indicate projects, dates, role and applicable products.	
4.Minimum of 2 years (within the last 7 years) 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 < 3 years: 5 points. • Practical experience ≥ 3 years: 10 points.	In addition to the reference(s), if recent experience is claimed, indicate projects, dates, role and applicable products.	
5.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): 10 points	Candidate shall explicitly confirm that he/she holds the certification and that it is in good standing.	

Essential Requirement	Scoring Range	Page, Paragraph and Line Number referencing where candidates meet the criteria. Explain candidate's role, activities and products where requested. **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.**	Score (Max total, 100 points)
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.	• No experience: 1point. • NATO or similar military structure experience: 5 points. • NATO or similar military structure experience in system engineering and concept implementation area: 10 points.	In addition to the reference(s), if recent experience is claimed, indicate projects, dates, role and applicable products.	
7. Minimum of 4 years post-degree experience in the process of planning, facilitating and executing workshops for various stakeholders including governmental agencies, academia and industry.	• Less than 2 years' experience: 1 point. • ≥ 2 year: 5 points. • ≥ 4 years: ~~8~~ 10 points.	In addition to the reference(s), if recent experience is claimed, indicate projects, dates, role and applicable products.	
Total Score:			_____ Points

LABOR CATEGORY #10 PROGRAMME COORDINATOR IN SUPPORT OF PROGRAMME DIRECTOR OF CYBERSPACE CAPABILITIES (NORFOLK, VA USA) - AMENDED

Location: Norfolk, VA, USA (On-site

Number of Candidates: One Candidate

Period of Performance:
Base Period: Contract award – 31 December 2024,
Option Period 1: 1 January – 31 December 2025,
Option Period 2: 1 January – 31 December 2026,
Option Period 3: 1 January – 31 December 2027

Background Information

ACT 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. Within this Branch, 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.

Hands-on experience in the management of programmes and coordination with stakeholders is essential.

Tasking

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 aspects. The specific incumbent's duties are:

1. Contribute to the development of the Operational Requirement Brief, with a

specific focus on future programmatic aspects such as the proper definition of outcomes and benefits.

2. Coordinate the elicitation of the capability requirements with the Capability Requirement Managers and in coordination with the Capability Engineer.
3. Based on the architecture and the DOTMLPFI[4] 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, 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 this SOW.

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).
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).
4. Minimum of 3 years in the last 5 in the field of programme or project management, which shall include activities related to tolerance, benefit and risk management.
5. Minimum of 2 years in the last 5 of experience in in the Cyber or CIS area.
6. Experience working for NATO or similar military structure (i.e. International Organization or national MoD) in programme/project management, preferably

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

in relation with the implementation of the NATO Common Funded Capability Delivery Governance Model.

7. 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.

8. NATO Secret Security Clearance or National equivalent, at the time of bidding.

9. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.

~~Annex A~~
Requirements Matrix

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

Item	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.	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 • Bachelor's Degree: 1-5 point • 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.	• No Certification: 0 points • PMI CAPM: 1-3 Points • PMI PMP / Axelos MSP, Prince2 / PMI PgMP/PfPM <u>foundational</u>: 1-3 Points • PMI PMP / Axelos MSP <u>Practitioners</u>: 4-5 Points • Prince2 <u>Practitioners</u> / PMI PgMP/PfPM: 6-15 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)..	• No cyber certificate: 1 points • Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM) – <u>training only</u>: 2-3 points • Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM) – <u>Certificate</u>: 4-10 points		
4. Minimum of 3 years in the last 5 in the field of programme or project management, which shall include activities related to tolerance, benefit and risk management.	• Less than 3 years: 0 points • 3-5 years: 1-10 points • Over 5 years, with demonstrable experience in tolerance, benefit and risk management: 11- 20 points		
5. Minimum of 2 years in the last 5 of experience in in the Cyber or CIS area.	• Less than 3 years: 0 points • 3-5 years: 1-~~5~~ 10 points • Over 5 years: ~~6-10~~ 11-20 points		
6. Experience working for NATO or similar military structure (i.e. International Organization or national MoD) in programme/project management, preferably in relation with the implementation of the NATO Common Funded Capability Delivery Governance Model.	• No experience: 0 • NATO or similar military structure experience: 1-5 • NATO or similar military structure experience in capability development area (CFCDGM): 6-15		
7. 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~~ 10 points • Over 5 years: ~~6-10~~ 11-20 points		

LABOR CATEGORY #11 – CYBERSPACE CONCEPT VALIDATION & EXPERIMENTATION OFFICER - AMENDED

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

Number of Candidates: One Candidate

Period of Performance:
Base Period: Contract Award – 31 December 2024
Option Period 1: 1 January 2025 – 31 December 2025
Option Period 2: 1 January 2026 – 31 December 2026
Option Period 3: 1 January – 31 December 2027
Option Period 4: 1 January – 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.

Hands-on experience in the development of operational concepts, hands-on experience in planning and execution of concept validation and experimentation campaigns and actual expertise in planning and development of exercises, laboratory experiments, modelling and simulation and war gaming is essential. In general, management experience, team leading participation and/or contribution to the above activities will not suffice to qualify the candidates.

Tasking:

1. Support the Technical Director (TD) in the development of annual Request for Information (RFIs) and other engagement tools to identify potential concepts and experiments to include in the annual concept validation/verification and experimentation campaign.
2. 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/verification and validation efforts per year.
3. For each of those experiments:
4. Ensure that the experiments are properly formulated in terms of underlying concept, hypothesis, description, working assumption and design.
5. 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, war-games, among other options.
6. 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.
7. Assemble, coordinate and inform the experiment Community of Interest (which includes NATO organizations, nations, Cyber Range, industry, and academia).
8. Ensure availability of technical knowledge/support and required infrastructure (cyber range, hardware/software, configurations, supplies, etc.) for the successful execution of the campaign.
9. 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.
10. Prepare relevant briefings and other communication materials (flyers, posters, etc.), and deliver presentations.
11. Coordinate and support the experiment execution, including coordination with the hosting/venue exercises plans and battle-rhythms.
12. Draft the final experiment report, based on achievement of pre-developed metrics and success criteria, with findings, analysis and recommendations.
13. 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.).
14. Integrate and synergically work along the cyberspace branch concept development Community of Interest (CoI), contributing to the development of methodologies and processes and supporting the development of synergies among all concept development activities.
15. Attend, as required, meetings and conferences typically within NATO's boundaries for up to 30 days per year, as required.
16. Performs additional tasks, related to the contract, as required by the COTR.
17. Essential Qualifications
18. This Job Description calls for an experienced concept developer and validator, familiar with the use of formal verification and validation/experimentation campaigns. The incumbent must have hands-on experience and be able to explain how he/she developed the concepts, designed the verification and validation campaigns and organized experiments to achieve the desired results. Generic statements of experience and/or participation in applicable campaigns will not suffice. Management,

supervisory or contributor roles will in general not suffice.

19. Master's degree in systems engineering, computer science, network security or cybersecurity. A Bachelor Degree and 5 years of recent experience in concept development, validation and verification will be considered.

20. Minimum of 5 years (within the last 10) post-graduate hands-on experience in the development of operational concepts, preferably in the area of cyberspace operations, cyber security or military operations. In general, management experience, team leading, participation and/or contribution to the above activities will not suffice to qualify.

21. Minimum of 3 years (within the last 7) hands-on experience in planning and executing concept validation and experimentation campaigns (preferably in a military context and on cyberspace-related topics), including actual expertise in planning and development of exercises, laboratory experiments, modelling and simulation and war gaming. In general, management experience, team leading, participation and/or contribution to the above activities will not suffice to qualify.

22. Experience in the application of robust methodologies such as the NATO Concept Development & Experimentation Handbook[5] or the Code of Best Practices for Experimentation[6].

23. 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).

24. Minimum of 5 years post-certification (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[7].

25. 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.

26. Minimum of 4 years post-degree experience in the process of planning, facilitating and executing project/experiment campaigns, including plan development, community of interest development, organization and execution of meetings and workshops for various stakeholders including governmental agencies, academia and industry.

27. NATO Secret Security Clearance or National equivalent, at the time of bidding.

28. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.

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

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

[7] 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.

Annex A
Requirements Matrix

Please fill the requirements compliance and scoring matrix below. Indicate page, paragraph and line number referencing where candidates meet the criteria. Explain candidate's role, activities and products where requested. 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 implies candidate is noncompliant.

Essential Requirement	Scoring Range	Page, Paragraph and Line Number referencing where candidates meet the criteria. Explain candidate's role, activities and products where requested. **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.**	Score (Max total, 100 points)
1.Master's degree in systems engineering, computer science, cybersecurity. A Bachelor Degree and 5 years of recent experience in concept development, validation and verification will be considered.	• No degree: 0 points • Bachelor degree only: 5 points • Bachelor Degree and 5 years of recent experience in concept development, validation and verification: 10 points • Master's degree: 15 points	In addition to the reference(s), if recent experience is claimed, indicate projects, dates, role and applicable products.	
2. Minimum of 5 years (within the last 10) post-graduate hands-on experience in the development of operational concepts, preferably in the area of cyberspace operations, cyber security or military operations**. In general, management experience, team leading, participation and/or contribution to the above activities will not suffice to qualify.**	• No experience: 0 points. • Less than 5 years relevant experience: 3 points. • 5 years or more in non-related areas: 10 points. • 5 years or more in related areas: 25 points.	In addition to the reference(s), for claimed experience, indicate projects, dates, role and applicable product(s).	
3.Minimum of 3 years (within the last 7) hands-on experience in planning and executing concept validation and experimentation campaigns (preferably in a military context and on cyberspace-related topics), including actual expertise in planning and development of	• No experience: 0 points. • Less than 3 years: 1 point. • 3 years or more in non-related context: 5 points. • 3 years or more in military context and on cyberspace-related topics: 15 points.	In addition to the reference(s), for claimed experience indicate concept, campaign, dates, role and applicable product(s).	

Essential Requirement	Scoring Range	Page, Paragraph and Line Number referencing where candidates meet the criteria. Explain candidate's role, activities and products where requested. **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.**	Score (Max total, 100 points)
exercises, laboratory experiments, modelling and simulation and war gaming. In general, management experience, team leading, participation and/or contribution to the above activities will not suffice to qualify.			
4.Demonstrable experience in the application of robust methodologies such as the NATO Concept Development & Experimentation Handbook[8] or the Code of Best Practices for Experimentation[9]	• No demonstrable experience: 1 point. • Experience in any methodology: 3 points. • Experience in NATO methodology: 5 points.	In addition to the reference(s), for claimed experience indicate applicable campaign(s)/experiment(s), dates, methodology, role and products.	
5.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): 10 points	Candidate shall explicitly confirm that he/she holds the certification and that it is in good standing.	

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

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

Essential Requirement	Scoring Range	Page, Paragraph and Line Number referencing where candidates meet the criteria. Explain candidate's role, activities and products where requested. **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.**	Score (Max total, 100 points)
6.Minimum of 5 years post-certification (post- CISSP, GIAC Security Expert, CISM) hands-on experience in computer networks design and administration, and network security implementation and enforcement, focusing on cyber security aspects of network engineering[10].	• No experience: 1 point. • Experience 1-5 years: 3 points. • 5 or more years of experience:10 points.	In addition to the reference(s), for claimed experience indicate applicable projects, dates, role and products.	
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: 1 • Experience working for NATO or similar military structure: 3 points. • Experience working for NATO or similar military structure in concept and capability development: ~~8~~ 10 points.	In addition to the reference(s), for claimed experience indicate projects, dates, roles and products.	
8.Minimum of 4 years post-degree experience in the process of planning, facilitating and executing project/experiment campaigns, including plan development, community of interest development, organization and execution of meetings and workshops for various stakeholders	• No experience: 0 points. • Less than 4 years experience: 2 points. • 4 or more years experience: 10 points.	In addition to the reference(s), for claimed experience indicate projects, dates, roles and products.	

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[10] 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.

Essential Requirement	Scoring Range	Page, Paragraph and Line Number referencing where candidates meet the criteria. Explain candidate's role, activities and products where requested. **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.**	Score (Max total, 100 points)
including governmental agencies, academia and industry.			
Total Score:			____ Points

LABOR CATEGORY #13 – BMD CONTRACTOR SUPPORT TO AIRC2/IAMD BRANCH / BMD SECTION

Location: **Mons, BEL (on site)**

Number of Candidates: **Two Candidates**

Period of Performance:
Base Period: 1 January 2024 (date of award) – 31 December 2024
Option Period 1: 1 January 2025 – 31 December 2025
Option Period 2: 1 January 2026 – 31 December 2026
Option Period 3: 1 January 2027 – 31 December 2027
Option Period 4: 1 January 2028 – 31 December 2028

Tasking:

1. Support the BMD Programme Director in the definition and execution:
   a. Update of the Programme Management Environment (programme management plan, risk and issue management tools, etc.) through full spectrum of DOTMLPFI;
   b. Support all BMD Capability related activities; Coordination meetings, Testing Events, Assessment,
2. Support BMD-POW planning and execution:
   a. Support maintaining 5-year BMD-POW plan in line with BMD Capability deliveries considering full DOTMLPFI aspects.
   b. Coordinate and prepare annual BM-POW related documents and present/defend in various budget, governance meetings.
3. Support Branch's NIAG (NATO Industry Advisory Group) studies on IAMD related topics, challenges and issues.
4. Provide SME support on (T)BMD and IAMD matters to various entities, relevant working groups; such as COEs, NATO-2030, MDO, e.g.
5. Maintain a comprehensive knowledge and oversight over the planning and execution of all BMD-related projects develops and manage the BMD Programme Plan, for all the deliverables correlated with the life-cycle and the progressive and incremental implementation of BMC3I.
6. Provides the BMD Programme Director with the programmatic data, as required, and executes the plans in Quality Assurance, in terms of cost, scope, schedule, performance and risk management, against agreed tolerances; needs to have relevant skill set and experience for this role.
7. Contributes to the acceptance, testing and documentation of BMD-related capabilities and supports their transition to operation.
8. Maintains a five year Programme of Work (POW), with associated resources and deliverables, and execute it in coordination with the related Programme Director, Science and Technology, Research and Development, Concept Development and Experimentation, and common-funded related-capability continuum of investments and activities.

9. Supports the BMD capability life-cycle configuration and management structure, including chair or membership of various steering committees, working groups and subordinate committees.
10. Provides subject matter expertise (SME) or sponsors C2 or Communications and Information Services (CIS) works, related to any BMD outputs or other deliverables needed to support IAMD capability development.
11. Consolidates or coordinates reports to governance, supporting HQ SACT engagement with the relevant senior leaderships and other branches.
12. Engage with key stakeholders, in order to propose, develop and maintain associated Branch-level management planning products and processes.
13. Support development of the new CPPs, PPs and other supporting documents required during the base and option periods.
14. Liaise with other programmes or initiatives (e.g. Multi Domain Operations, Day Zero Secure Communications, Federated Mission Network, Digital Transformation…) in the aspects related to BMD/IAMD area.
15. Directly support to AirC2/IAMD Branch management planning via point papers, presentations and briefings.
16. Coordinate BMD Programme inputs and carry out minimum monthly updates to the ACT Information Hub.
17. Stakeholder engagement required to schedule and host BMD Coordination Meetings.
18. Maintain Branch-level documents repository, index and other tools.

Essential Qualifications:

1. Education:
   a. University or Military College degree in either IT Engineering or Computer Science, or Communications, or Economics, or Business Administration or another related discipline.
2. Experience:
   Minimum 3 years in the last 10 years of experience in the management of NATO/National defence programmes and/or projects;
   Extensive knowledge and experience in dealing with NATO/National BMD/IAMD domain business, programmes, governance structure and stakeholders – min. 3 years in the last 10 years;
   c. Knowledge about the NATO/governmental/corporate information flow and practical experience in business processes – minimum 3 years in the last 10 years;
3. Qualifications:
   Demonstrated working level knowledge with MS Office tools (Outlook, Project, Word, Excel, PowerPoint and SharePoint).
   Availability to travel to any NATO entity within the 30 Nations (valid passport with no travel restrictions to NATO nations).
4. Desirable:
   a. Experience in supporting & briefing senior leaders/decision makers;

    b. Experience in formulating and drafting conceptual documents like visions, concepts, plans, requirements, point papers, thesis, roadmaps etc.;

    c. Knowledge and practical experience managing NATO projects within capability package process as well as development of planning proposals within the Common Funded Capability Delivery Governance Model (CFCDGM).

    d. Knowledge about C3 capability management in NATO.

    e. Knowledge (certification) on Portfolio Management, MSP, PRINCE 2 and/or Agile or equivalent methodologies for programme/ project management;

    f. Knowledge of the NATO Architecture Framework (NAFv4) methodology and practices.

    g. Working knowledge of Configuration Management methods and practices.

    h. 3 years of experience in the last 10 years with working in a National or NATO Strategic Command or Operational Command.

5. Resume of candidate must show education and professional experience directly related to this SOW. The resume must be included with the contractor's response to this SOW.

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 #13 BMD/IAMD Contractor

Company Name:

Proposed Candidate Name:

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

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

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is simila10r 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. University or Military College degree in either IT Engineering or Computer Science, or Communications, or Economics, or Business Administration or another related discipline.	No – **0 points** Yes – **10 points**		
2. Minimum 3 years in the last 10 years of experience in the management of NATO/National defence programmes and/or projects.	Less than 3 years - **0 points** 3+ years — **1 – 10 points** 5+ years – **11-15 points**		
3. Extensive knowledge and experience in dealing with NATO/National BMD/IAMD domain business, programmes, governance structure and stakeholders – min. 3 years in the last 10 years.	Less than 3 years - **0 points** 3+ years – **1-10 points** 5+ years – **11-15 points**		
4. Knowledge about the NATO/governmental/corporate information flow and practical experience in business processes – minimum 3 years in the last 10 years.	Less than 3 years - **0 points** 3+ years – **1-7 points** 5+ years – **8-10 points**		
5. Demonstrated working level knowledge with MS Office tools (Outlook, Project, Word, Excel, PowerPoint and SharePoint).	Basic – **1 point** Advanced – **2-3 points** Expert (coding macros) – **4-5 points**		

6. Availability to travel to any NATO entity within the 30 Nations (valid passport with no travel restrictions to NATO nations).	No – **1 points** Yes – **2-5 points**		
7. Experience in supporting & briefing senior leaders/decision makers	No – **1 point** Yes – **2-5 points**		
8. Experience in formulating and drafting conceptual documents like visions, concepts, plans, requirements, point papers, thesis, roadmaps etc.	No – **1 point** Yes – **2-5 points**		
9. Knowledge and practical experience managing NATO projects within capability package process as well as development of planning proposals within the Common Funded Capability Delivery Governance Model (CFCDGM).	No – **1 point** Yes – **2-5 points**		
10. Knowledge/experience in C3 capability management in NATO.	No – **1 point** Yes – **2-5 points**		
11. Knowledge (certification) on Portfolio Management, MSP, PRINCE 2 and/or Agile or equivalent methodologies for programme/ project management.	No certificate – **1 point** Foundation – **2-3 points** Practitioner – **4-5 points**		
12. Knowledge of the NATO Architecture Framework (NAFv4) methodology and practices.	No – **1 point** Yes – **2-5 points**		
13. Working knowledge of Configuration Management methods and practices.	No – **1 point** Yes – **2-5 points**		
14. 3 years of experience in the last 10 years in working in a National or NATO Strategic Command or Operational Command	Less than 3 years - **1 Point** 3+ years – **2-3 Points** 5+ years – **1-5 points**		

LABOR CATEGORY #16 – STRATEGIC ANALYST/NET ASSESSMENT

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

Number of Candidates: One Candidate

Period of Performance:
Base Period: Contract Award – 31 December 2024
Option Period 1: 1 January 2025 – 31 December 2025
Option Period 2: 1 January 2026 – 31 December 2026

Background:

The Warfighting Development Agenda (WDA) offers a framework to organize the Alliance and Allies' warfare development activities around five imperatives (Warfare Development Agenda – WDI). Cognitive Superiority is one of the WDIs, aiming at improving understanding on the operating environment through cohesive and shared strategic assessments of the trajectories of present and future threats, strategic paths of adversaries as well as the overall environment NATO operates in.

Net Assessment is a key analytical function to support Cognitive Superiority through empirical, interdisciplinary and evidence-based comparative analysis.

The WDA and SACT tasked SPP SF to develop a Net Assessment capacity at the Allied Command Transformation. Net Assessment in ACT context is a comparative analysis of the evolution and future trajectories of adversarial and own capabilities over time. ACT Net Assessment should create synergies with the current strategic foresight assessment, given its future oriented as well as its trends and data based approach. Net Assessment in ACT will be established as a forward-looking, long-term effort, which is meant to directly support Supreme Allied Commander of Transformation decision making.

Net Assessment functions include:
1. Comparative assessment of strategic paths, relative evolution of capacities and capabilities of defence sectors and armed forces over time,
2. Challenging primary strategic, operational, doctrinal and technological assumptions in defence planning and warfighting development processes,
3. Focused assessment of the evolution of adversarial capacities or capabilities compared to NATO's own to include identification of decisive asymmetries,
4. Focused assessment on the impact of an identified trend in strategic foresight analysis with a view of its effects to NATO`s, as well as adversarial capabilities, over time, 5. Research and analysis in support of decision-making processes at NATO ACT.
6. Exploitation of data analytic, modelling and simulation techniques.

In order to establish Net Assessment practice at the Allied Command Transformation, as required by the Warfighting Development Agenda, NATO ACT is creating a Net Assessment cell within the Strategic Foresight Branch at the Strategic Plans and Policy (SPP) Directorate.

The cell is required to plan, prepare and conduct research programs, analytical studies and focused assessments, within its stated functions as requested by SACT and directed by DCOS SPP.

The cell is required to coordinate and lead inter-disciplinary, multinational and cross-domain analytical efforts.

ACT Net Assessment capacity should reach initial operating capability in 2023 through a demonstrated delivery of a Net Assessment study. Net Assessment should reach full operational capability by end of 2024 through demonstrating the practice across all analytical functions.

The post is specifically linked to the following work product which has expanded due to NATO2030 tasking: The establishment of ACT Net Assessment is a Line Of Delivery under the Cognitive Superiority Warfare Imperative under the Warfare Development Agenda supporting NATO 2030 objectives II), III) and IV).

Scope:

Support of all Net Assessment efforts, providing assessments of adversary's long-term trajectories and promoting high-level strategic thinking through providing analytical support and assessments. Support the planning and execution of Net Assessment studies and activities.

Tasking:

1. Plan, prepare, coordinate and conduct Net Assessment analysis and assessments, as directed.
2. Employ analytical and research tools at NATO ACT in support of Strategic Foresight and Net Assessment practices with high confidence and support the further development of analytical processes.
3. Analyse relevant inputs (strategic foresight analysis, net assessments, intelligence reports) to draw insights for ACT Net Assessment efforts in order to contribute to advancing NATO's and ACT's thinking on Cognitive Superiority and the Net Assessment Line Of Delivery.
4. Research and assess quantitative and qualitative data in order to provide comparative insight in BLUE/RED future trajectories.
5. Contribute to the continuous improvement of ACT Net Assessment practices, through analysis and interaction with NATO Net Assessment community of interest, including Allied nations, NATO-accredited Centres of Excellence, partners, academia and industry.
6. Support strategic foresight analysis with qualitative and quantitative assessments
7. Support comparative analysis through cross-directorate coordination at NATO ACT, as required,
8. Formulate actionable proposals to develop future practices in Strategic Foresight and Net Assessment.

9. Cooperate and assist in developing and maintaining NATO Net Assessment community of interest.

Essential Qualifications:

The contractors shall have:

1. Demonstrated experience and background in analysis and assessments of policies and strategies development or defence planning;
2. Demonstrated experience in government, academic, military or corporate environment in analysis and production of strategic assessments, policies or strategies;
3. University degree in international relations, political science, security/strategic studies, economics, history, social sciences, law or related discipline.
4. Project experience, including prioritization and risk management.
5. Knowledge of defence planning, operational planning and/or capability development processes.
6. Previous experience in an international organization / governmental organization, or academic institution, preferably NATO experience.

Desirable Qualifications (not-scored):

1. Demonstrated ability to build cooperative relationships with academia and governmental and non-governmental partners;
2. Demonstrated capacity to work under general direction within a clear framework of accountability with substantial personal responsibility;
3. Demonstrated ability to effectively multi-task and prioritize in a fast-paced environment;
4. Demonstrated capacity to work effectively as a member of a multinational and multi-disciplinary team;
5. Demonstrated ability to execute a broad range of complex professional or technical work activities in a variety of contexts;
6. Demonstrated ability of disciplined and systematic approach to problem solving;
7. 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 #16 – STRATEGIC ANALYST/NET ASSESSMENT

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)
1. Demonstrated experience and background in analysis and assessments of policies and strategies development or defence 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.		
2. Demonstrated experience in government, academic, military or corporate environment in analysis and production of strategic assessments, policies or strategies	• < 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.		
3. University degree in international relations, political science, security/strategic studies, economics, history, social sciences, law 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).		

4. Project experience, including prioritization 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.		
5. 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.		
6. Previous experience in an international organization / governmental organization, or academic institution, preferably NATO experience.	• National government: 1-5 points • International organization, coalition: 6-10 points • NATO experience: 11-15 points • • Points shall be assigned based on duration, level and relevance of experience.		

LABOR CATEGORY #18 – LEAD INSTRUCTIONAL DESIGNER Revised*

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

Number of Candidates: One Candidate

Period of Performance:
Base Period: 1 July 2024 – 31 December 2024
Option Period 1: 1 January 2025 – 31 December 2025
Option Period 2: 1 January 2026 – 31 December 2026
Option Period 3: 1 January 2027 – 31 December 2027
Option Period 4: 1 January 2028 – 31 December 2028

Tasking:
1. Support the LT section by collaborating with Subject Matter Experts (SMEs) and key stakeholders across NATO Nations, Partners, and entities to conduct a comprehensive needs analysis. When necessary, conduct Training Needs Analysis (TNA) to pinpoint learning gaps and requirements.

2. Define clear and measurable learning objectives based on the identified needs, ensuring alignment with the course's overall goals.

3. Design a comprehensive course structure, including the layout of modules, lessons, and assessments, ensuring a logical flow of content.

4. Gather material from SMEs, then either structure it using a standard storyboard format or adopt a rapid development strategy for eLearning module creation.

5. Select and implement diverse instructional strategies that cater to various learning styles, ensuring an engaging and effective learning experience.

6. Design and implement pre-assessments, formative assessments, and summative assessments to gauge learner progress and the effectiveness of the course.

7. Establish a robust feedback mechanism for learners and stakeholders. Use the collected feedback for the continuous refinement and improvement of course content and delivery methods.

8. Engage directly with clients, SMEs, and other team members, ensuring timely communication and adherence to project timelines and deliverables.

9. Offer Instructional System Design (ISD) assistance and ensure quality for NATO course providers. Ensure all course materials and processes comply with NATO's standards and requirements.

10. Facilitate training sessions on Instructional System Design within the NATO e-Learning Design and Development course.

11. Implement a comprehensive evaluation process to measure the course's overall impact and effectiveness.

12. Engage with clients, participate in strategy sessions, conferences, and workshops as mandated by the Section Head of Learning Technology. Monitor and discuss course development milestones with stakeholders and the team to ensure alignment with objectives.

Essential Qualifications:

1. A minimum of 5 years' experience (within last 7 years) working with Advance Distributed Learning (e-Learning) development.

2. A minimum of 7 years' experience in the education and training profession working in the creation of training modules.

3. Experience communicating effectively with customers and clearly presenting instructional system design approaches to course development.

4. Experience in the use of Learning Management System Software.

5. Experience working with SCORM standard and the demonstrated ability to design to its structure.

6. Demonstrate (example screen shots or story board pages (max 4 per course)) from three courses that have been developed by the instructional systems designer.

7. MS/MA Degree in Education and Training Development or related programs (completed or in progress) which may include learning theory, educational psychology, instructional design and education evaluation.

8. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.

9. NATO SECRET security clearance or active SECRET security clearance issued by a national authority.

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Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY #18 Lead Instructional Designer

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)		
MS/MA Degree in Education and Training Development or related programs (completed or in progress) which may include learning theory, educational psychology, instructional design and education evaluation.		

Item **PLEASE ENSURE TOTAL PTS EQUAL 100**	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 minimum of 5 years' experience (within last 7 years) working with Advance Distributed Learning (e-Learning) development.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 5 years: **1-10 Points** Knowledge & Experience >= 5 years: **11-20 Points**		
A minimum of 7 years' experience in the education and training profession working in the creation of training modules.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 7 years: **1-10 Points** Knowledge & Experience >= 7 years: **11-20 Points**		
Experience communicating effectively with customers and clearly presenting instructional system design approaches to course development.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 5 years: **1-5 Points** Knowledge & Experience >= 5 years: **6-10 Points**		
Experience in the use of Learning Management System Software.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 7 years: **1-5 Points** Knowledge & Experience >= 7 years **6-10 Points**		

Experience working with SCORM or newer standards and the demonstrated ability to design to its structure.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 5 years: **1-10 Points** Knowledge & Experience >= 5 years: **11-20 Points**		
Demonstrate (example screen shots or story board pages (max 4 per course)) from three courses that have been developed by the instructional systems designer.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 3 courses: **1-10 Points** Knowledge & Experience >= 3 courses: **11-20 Points**		

LABOR CATEGORY #19 – INSTRUCTIONAL DESIGNER Revised *

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

Number of Candidates: One Candidate

Period of Performance:
Base Period: 1 July 2024 – 31 December 2024
Option Period 1: 1 January 2025 – 31 December 2025
Option Period 2: 1 January 2026 – 31 December 2026
Option Period 3: 1 January 2027 – 31 December 2027
Option Period 4: 1 January 2028 – 31 December 2028

Tasking:
1. Support the LT section by collaborating with Subject Matter Experts (SMEs) and key stakeholders across NATO Nations, Partners, and entities to conduct a comprehensive needs analysis. When necessary, conduct Training Needs Analysis (TNA) to pinpoint learning gaps and requirements.

2. Define clear and measurable learning objectives based on the identified needs, ensuring alignment with the course's overall goals.

3. Design a comprehensive course structure, including the layout of modules, lessons, and assessments, ensuring a logical flow of content.

4. Gather material from SMEs, then either structure it using a standard storyboard format or adopt a rapid development strategy for eLearning module creation.

5. Select and implement diverse instructional strategies that cater to various learning styles, ensuring an engaging and effective learning experience.

6. Design and implement pre-assessments, formative assessments, and summative assessments to gauge learner progress and the effectiveness of the course.

7. Establish a robust feedback mechanism for learners and stakeholders. Use the collected feedback for the continuous refinement and improvement of course content and delivery methods.

8. Engage directly with clients, SMEs, and other team members, ensuring timely communication and adherence to project timelines and deliverables.

9. Offer Instructional System Design (ISD) assistance and ensure quality for NATO course providers. Ensure all course materials and processes comply with NATO's standards and requirements.
10. Facilitate training sessions on Instructional System Design within the NATO e-Learning Design and Development course.

11. Implement a comprehensive evaluation process to measure the course's overall impact and effectiveness.

12. Engage with clients; participate in strategy sessions, conferences, and workshops as mandated by the Section Head of Learning Technology. Monitor and discuss course development milestones with stakeholders and the team to ensure alignment with objectives.

Essential Qualifications:

1. A minimum of 3 years' experience (within last 5 years) working with Advance Distributed Learning (e-Learning) development.

2. A minimum of 3 years' experience in the education and training profession working in the creation of training modules.

3. Experience communicating effectively with customers and clearly presenting instructional system design approaches to course development.

4. Experience in the use of Learning Management System Software.

5. Experience working with SCORM standard and the demonstrated ability to design to its structure.

6. Demonstrate (example screen shots or story board pages (max 4 per course)) from three courses that have been developed by the instructional systems designer.

7. MS/MA Degree in Education and Training Development or related programs (completed or in progress) which may include learning theory, educational psychology, instructional design and education evaluation or BS/BA Degree with a minimum of 5 years experience as an instructional systems designer

8. Fluent in English (Written and Oral).

9. NATO SECRET-level security clearance or active SECRET security clearance issued by a national authority.

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY #19 Instructional Designer

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)		
MS/MA Degree in Education and Training Development or related programs (completed or in progress) which may include learning theory, educational psychology, instructional design and		

education evaluation or BA/BS degree with minimum of 5 years of experience working as instructional systems designer		

Item **PLEASE ENSURE TOTAL PTS EQUAL 100**	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)
A minimum of 3 years' experience (within last 5 years) working with Advance Distributed Learning (e-Learning) development.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 3 years: **1-10 Points** Knowledge & Experience >= 3 years: **11-20 Points**		
A minimum of 3 years' experience in the education and training profession working in the creation of training modules.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 3 years: **1-10 Points** Knowledge & Experience >= 3 years: **11-20 Points**		
Experience communicating effectively with customers and clearly presenting instructional system design approaches to course development.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 3 years: **1-5 Points** Knowledge & Experience >= 3 years: **6-10 Points**		
Experience in the use of Learning Management System Software.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 3 years: **1-5 Points** Knowledge & Experience >= 3 years **6-10 Points**		

Experience working with SCORM or newer standards and the demonstrated ability to design to its structure.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 3 years: **1-10 Points** Knowledge & Experience >= 3 years: **11-20 Points**		
Demonstrate (example screen shots or story board pages (max 4 per course)) from three courses that have been developed by the instructional systems designer.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 3 courses: **1-10 Points** Knowledge & Experience >= 3 courses: **11-20 Points**		

LABOR CATEGORY #20 – MULTIMEDIA DESIGNER/PROGRAMMER – GRAPHICS SPECIALIST – Revised *

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

Number of Candidates: One Candidate

Period of Performance:
Base Period: 1 July 2024 – 31 December 2024
Option Period 1: 1 January 2025 – 31 December 2025
Option Period 2: 1 January 2026 – 31 December 2026
Option Period 3: 1 January 2027 – 31 December 2027
Option Period 4: 1 January 2028 – 31 December 2028

Tasking:

1. Understand the target audience's needs and preferences. Conceptualize designs and multimedia elements that fits their needs.

2. Collaborate with the LT section, taking finalized and SME-approved storyboards from the Instructional Designer. Convert these into online multimedia formats and create prototypes or wireframes ensuring they meet the specifications for integration into the NATO Learning Management System.

3. Design and synchronize course elements, interactions, navigation tools, and content in collaboration with the Instructional Designer and LT Section Head. Aid in transforming traditional classroom materials or fresh storyboards into interactive, web-based courses that are instructionally sound.

4. Ensure all produced content aligns with NATO's brand guidelines, standards, security policies, and procedures.

5. Utilize state of the art audio and video editing software to develop multimedia assets in support of interactive courseware production.

6. Facilitate the implementation of emerging technology methods and tools in support of NATO education and training, to include artificial intelligence and extended reality.

7. Review, edit, and ensure content consistency by adhering to graphic design principles, UI/UX standards, and layout designs.

8. Conduct user tests on designs and multimedia elements, gathering feedback and making necessary adjustments to enhance user experience.

9. Demonstrate mastery of multimedia software tools, including the Adobe Creative Suite. Design, develop, troubleshoot, and implement web elements using HTML, CGI, and JavaScript as necessary.

10. Ensure that all designs and multimedia elements are optimized for various devices and screen sizes, providing a seamless user experience.

11. Stay updated with current design trends, tools, and technologies to ensure the team remains at the forefront of multimedia design.

12. Provide Multimedia Designer (MMD) support and quality checks for external course providers.

13. Facilitate training sessions on graphic design principles, UI/UX basics, layout design, and multimedia essentials within the NATO e-Learning Design and Development course. Create comprehensive documentation for designs, code, or processes for future reference or for other team members.

14. Engage with clients; participate in meetings, conferences, and workshops. Collaborate closely with other team members, ensuring alignment with objectives.

15. Offer design solutions for the Learning Management System and provide graphic design support, including posters, logos, conference materials, videos, and more.

16. Prepare and organize files essential for course translation, ensuring content is ready for multilingual adaptation.

Essential Qualifications:

1. A minimum of 3 years' experience (within last 5 years) working in web based multimedia development for online courses and usage.

2. A minimum of 3 year's (within last 5) experience using graphical development tools providing examples of work/projects created.

3. A minimum of 3 years' experience (within last 5) using Learning Management Systems (LMS) and troubleshooting SCORM compliant issues.

4. Experience in the SCORM standard and subsequent programming and creation of SCORM compliant courses.

5. Experience working with SCORM standard and the demonstrated ability to design to its structure.

6. Demonstrate (example screen shots (max 4 per course)) from three courses that have been developed by the multimedia systems designer.

7. A Bachelors (BS/BA) degree in computer science or graphic design or minimum of five years of vocational training in computer science multimedia or related subjects in the educational domain.

8. Fluent in English (Written and Oral).

9. NATO SECRET-level security clearance or active SECRET security clearance issued by a national authority.

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 #20 Multimedia Designer (Graphic Specialist)

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)		
A Bachelors (BS/BA) degree in computer science or graphic design or minimum of five years of vocational training in computer science multimedia or related subjects in the educational domain.		

Item **PLEASE ENSURE TOTAL PTS EQUAL 100**	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. A minimum of 3 years' experience (within last 5 years) working in web based multimedia development for online courses and usage.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 3 years: **1-10 Points** Knowledge & Experience >= 3 years: **11-20 Points**		
2. A minimum of 3 year's (within last 5) experience using graphical/video development tools providing examples of work/projects created.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 3 years: **1-10 Points** Knowledge & Experience >= 3 years: **11-20 Points**		
3. A minimum of 3 years' experience (within last 5) using Learning Management Systems (LMS) and troubleshooting SCORM compliant issues.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 3 years: **1-5 Points** Knowledge & Experience >= 3 years: **5-10 Points**		
4. Experience in the SCORM standard and subsequent programming and creation of SCORM compliant courses.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 3 years: **1-5 Points** Knowledge & Experience >= 3 years **6-10 Points**		

5. Experience working with SCORM standard and the demonstrated ability to design to its structure.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 3 years: **1-10 Points** Knowledge & Experience >= 3 years **11-20 Points**		
~~6. Demonstrate (example screen shots or story board pages (max 4 per course)) from three courses that have been developed by the instructional systems designer.~~ Demonstrate screenshots of graphics (max 4 per course) from three courses that have been developed by the multimedia designer.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 3 courses: **1-10 Points** Knowledge & Experience >= 3 courses: **11-20 Points**		

LABOR CATEGORY #21 – MULTIMEDIA DESIGNER/PROGRAMMER – VIDEO SPECIALIST – Revised *

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

Number of Candidates: One Candidate

Period of Performance:
Base Period: 1 July 2024 – 31 December 2024
Option Period 1: 1 January 2025 – 31 December 2025
Option Period 2: 1 January 2026 – 31 December 2026
Option Period 3: 1 January 2027 – 31 December 2027
Option Period 4: 1 January 2028 – 31 December 2028

Tasking:

1. Understand the target audience's needs and preferences. Conceptualize designs and multimedia elements that fits their needs.

2. Collaborate with the LT section, taking finalized and SME-approved storyboards from the Instructional Designer. Convert these into online multimedia formats and create prototypes or wireframes ensuring they meet the specifications for integration into the NATO Learning Management System.

3. Design and synchronize course elements, interactions, navigation tools, and content in collaboration with the Instructional Designer and LT Section Head. Aid in transforming traditional classroom materials or fresh storyboards into interactive, web-based courses that are instructionally sound.

4. Ensure all produced content aligns with NATO's brand guidelines, standards, security policies, and procedures.

5. Utilize state of the art audio and video editing software to develop multimedia assets in support of interactive courseware production.

6. Facilitate the implementation of emerging technology methods and tools in support of NATO education and training, to include artificial intelligence and extended reality.

7. Review, edit, and ensure content consistency by adhering to graphic design

principles, UI/UX standards, and layout designs.

8. Conduct user tests on designs and multimedia elements, gathering feedback and making necessary adjustments to enhance user experience.

9. Demonstrate mastery of multimedia software tools, including the Adobe Creative Suite. Design, develop, troubleshoot, and implement web elements using HTML, CGI, and JavaScript as necessary.

10. Ensure that all designs and multimedia elements are optimized for various devices and screen sizes, providing a seamless user experience.

11. Stay updated with current design trends, tools, and technologies to ensure the team remains at the forefront of multimedia design.

12. Provide Multimedia Designer (MMD) support and quality checks for external course providers.

13. Facilitate training sessions on graphic design principles, UI/UX basics, layout design, and multimedia essentials within the NATO e-Learning Design and Development course. Create comprehensive documentation for designs, code, or processes for future reference or for other team members.

14. Engage with clients; participate in meetings, conferences, and workshops. Collaborate closely with other team members, ensuring alignment with objectives.

15. Offer design solutions for the Learning Management System and provide graphic design support, including posters, logos, conference materials, videos, and more.

16. Prepare and organize files essential for course translation, ensuring content is ready for multilingual adaptation.

Essential Qualifications:

1. A minimum of 3 years' experience (within last 5 years) working in web based multimedia development for online courses and usage.

2. A minimum of 3 year's (within last 5) experience using video and audio editing tools providing examples of work/projects created.

3. A minimum of 3 years' experience (within last 5) using Learning Management Systems (LMS) and troubleshooting SCORM compliant issues.

4. Experience in the SCORM standard and subsequent programming and creation of SCORM compliant courses.

5. Experience working with SCORM standard and the demonstrated ability to design to its structure.

6. Demonstrate (example screen shots (max 4 per course)) from three courses that have been developed by the multimedia systems designer.

7. A Bachelors (BS/BA) degree in computer science or graphic design or minimum of five years of vocational training in computer science multimedia or related subjects in the educational domain.

8. Fluent in English (Written and Oral).

9. NATO SECRET-level security clearance or active SECRET security clearance issued by a national authority.

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 #21 Multimedia Designer (Video Specialist)

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)		
A Bachelors (BS/BA) degree in computer science or graphic design or minimum of five years of		

vocational training in computer science multimedia or related subjects in the educational domain.		

Item **PLEASE ENSURE TOTAL PTS EQUAL 100**	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)
A minimum of 3 years' experience (within last 5 years) working in web based multimedia development for online courses and usage.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 3 years: **1-10 Points** Knowledge & Experience >= 3 years-: **11-20 Points**		
A minimum of 3 year's (within last 5) experience using video and audio editing tools providing examples of work/projects created.	No Knowledge or Experienc**e: 0 Points** Knowledge & Experience < 3 years: **1-10 Points** Knowledge & Experience >= 3 years: **11-20 Points**		
A minimum of 3 years' experience (within last 5) using Learning Management Systems (LMS) and troubleshooting SCORM compliant issues.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 3 years: **1-5 Points** Knowledge & Experience >= 3 years: **6-10 Points**		
Experience in the SCORM standard and subsequent programming and creation of SCORM compliant courses.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 3 years: **1-5 Points** Knowledge & Experience >= 3 years **6-10 Points**		

Experience working with SCORM standard and the demonstrated ability to design to its structure.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 3 years: **1-10 Points** Knowledge & Experience >= 3 years **11-20 Points**		
~~Demonstrate (example screen shots or story board pages (max 4 per course)) from three courses that have been developed by the instructional systems designer.~~ Demonstrate screenshots of graphics (max 4 per course) from three courses that have been developed by the multimedia designer.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 3 courses: **1-10 Points** Knowledge & Experience >= 3 courses: **11-20 Points**		

LABOR CATEGORY #22 – HELPDESK AND ADMINISTRATION Revised *

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

Number of Candidates: One Candidate

Period of Performance:
Base Period: 1 July 2024 – 31 December 2024
Option Period 1: 1 January 2025 – 31 December 2025
Option Period 2: 1 January 2026 – 31 December 2026
Option Period 3: 1 January 2027 – 31 December 2027
Option Period 4: 1 January 2028 – 31 December 2028

Tasking:

1. Supports the JADL, TRANSNET and e-ITEP system administration and helpdesk operating during normal US office hours (08:00-16:30) Monday to Friday excluding official holidays.

2. Working from the HQ SACT MS/LT Branch at HQ SACT the sys admins will:

    a. Review all new requests for accounts on the JADL, TRANSNET and e-ITEP systems, approving those, which meet the NATO requirements and responding to those, which need further clarification.

    b. Support any helpdesk questions received by email or phone.

    c. Work with the MS/LT Branch for uploading of courseware, functional testing of SCORM packages, and maintenance of existing content on JADL platform.

    d. Support various communities of interest within NATO in customization and maintenance of JADL pages.

    e. Work closely with NCIA to ensure the services are available and operational on the NATO networks.

    f. Maintain an awareness of any cyber issues that may affect the system delivery or unauthorised access to the system.

Essential Qualifications:

1. A minimum of 3 years' experience (within last 6 years) working as an administrator of online Learning Management System.

2. A minimum of 3 year's (within last 6) supporting users with new accounts creation, helpdesk support and general support to remote users on the system.

3. A minimum of 3 years' experience (within last 6) using Learning Management Systems (LMS) and troubleshooting user issues on course access and completion.

4. Experience in helpdesk tracking software and trouble ticket supporting software.

5. Experience in producing reports and metrics from a LMS or by interrogating the database.

6. Experience in cyber issues and protecting the system and network from unauthorised access.

7. Two years of vocational training in computer related science or related subjects in the educational domain.

8. Fluent in English (Written and Oral).

9. NATO SECRET-level security clearance or active SECRET security clearance issued by a national authority.

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 #22 Helpdesk and Administration

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)		
Two years of vocational training in computer related science or related subjects in the educational domain.		

Item **PLEASE ENSURE TOTAL PTS EQUAL 100**	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)**
A minimum of 3 years' experience (within last 6 years) working as an administrator of online Learning Management System.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 3 years: **1-10 Points** Knowledge & Experience >= 3 years: **11-20 Points**		
A minimum of 3 year's (within last 6) supporting users with new accounts creation, helpdesk support and general support to remote users on the system.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 3 years: **1-10 Points** Knowledge & Experience >= 3 years: **11-20 Points**		
A minimum of 3 years' experience (within last 6) using Learning Management Systems (LMS) and troubleshooting user issues on course access and completion.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 3 years: **1-5 Points** Knowledge & Experience >= 3 years: **6-10 Points**		
Experience in helpdesk tracking software and trouble ticket supporting software.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 3 years: **1-5 Points** Knowledge & Experience >= 3 years **6-10 Points**		

Experience in producing reports and metrics from a LMS or by interrogating the database.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 3 years: **1-10 Points** Knowledge & Experience >= 3 years **11-20 Points**		
Experience in cyber issues and protecting the system and network from unauthorised access.	No Knowledge or Experience: **0 Points** Knowledge & Experience < 3 courses: **1-10 Points** Knowledge & Experience >= 3 courses: **11-20 Points**		

LABOR CATEGORY #26 - CONTRACTOR SUPPORT TO REQUIREMENTS TRACEABILITY

Location: Mons, Belgium (On-site)

Number of Candidates: One Candidate

Period of Performance:
Base Period: 1 July 2024 – 31 December 2024
Option Period 1: 1 January 2025 – 31 December 2025
Option Period 2: 1 January 2026 – 31 December 2026
Option Period 3: 1 January 2027 – 31 December 2027
Option Period 4: 1 January 2028 – 31 December 2028

Tasking

- Provide requirements traceability analysis expertise in support of HQ SACT's requirements engineering and management processes, and specifically in support of Requirements Managers in NATO Mons, Belgium who are undertaking the Identification, elicitation, capture, analysis, evaluation, integration and maintenance of high-quality capability (business) requirements.

- Support the ongoing development and maintenance of the requirements repository.

- Support the maintenance of requirements in the requirements repository, ensuring correct version and configuration control, and the achievement of the organization's requirements traceability and quality expectations.

- Conduct independent traceability analysis and prepare requirements traceability reports related to the requirements life cycle.

- Support the development and maintenance of processes relating to requirements management including the improvement of requirements management tools, which enable and support the organization's requirements engineering and requirements management processes.

- Contribute to the development of directives and standard operating procedures that relate to requirements traceability and the ACT Requirements Repository.

- Participate in workshops, seminars, conferences and meetings in support of the activities above. Represent RTQA Branch in Europe, maintain consistent

alignment of processes, and procedures with Norfolk based colleagues.

- Identify Lessons and contribute to their Learning within the organization.

- Perform additional tasks as required by the COTR related to the labour category.

Essential Qualifications:

- A University Degree in engineering, management, information systems, accounting, economics, finance, business administration, public administration, operations research, programme and project management or related disciplines.

- Five years' experience in the last 10 in the field of requirements engineering and/or requirements management to include elicitation, capture, development, analysis and evaluation of requirements, including the management of requirements traceability, quality and change management.

- Experience in the evaluation of requirements traceability across comprehensive lines of development; i.e. doctrine, organization, training, materiel, leadership, personnel, facilities, and interoperability (DOTMLPFI).

- Experience in requirements development, either as a hands-on requirements author and/or facilitator of requirements development sessions.

- Demonstrated minimum NATO or National SECRET clearance with the appropriate national authority for the duration of the contract.

- Nationality of one of the NATO Countries.

- Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.

- Demonstrable recent (i.e. in the last 5 years) experience in managing requirements in accordance with formal configuration and change management processes.

- Demonstrable recent (i.e. in the last 5 years) experience working in support of independent processes assurance within a formal quality management system certified in accordance with the ISO 9001 or comparable industry standard for quality management.

- Experience creating baselines and managing change under configuration management control within IBM Rational DOORS Next or an equivalent requirements management toolset.

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 26

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		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		
Demonstrable recent (i.e. in the last 5 years) experience in managing requirements in accordance with formal configuration and change management processes.		
Demonstrable recent (i.e. in the last 5 years) experience working in support of processes that were formally certified in accordance with the ISO 9001 standard.		
Experience with IBM Rational DOORS Next or equivalent.		

BEST VALUE CRITERIA MATRIX

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result 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.A University Degree in engineering, management, information systems, accounting, economics, finance, business administration, public administration, operations research, programme and project management or related disciplines.	Yes (1-5 Points) No (1 0 Points)		
2.Five years' experience in the last 10 in the field of requirements engineering and/or requirements management to include elicitation, capture, development, analysis and evaluation of requirements, including the management of requirements traceability, quality and change.	Yes (1-30 Points) No (1 0 Points)		
3.Experience in the evaluation of requirements traceability across comprehensive lines of development; i.e. doctrine, organization, training, materiel, leadership, personnel, facilities, and interoperability (DOTMLPFI).	Yes (1-25 Points) No (1 0 Points)		

4.Experience in requirements development, either as a hands-on requirements author and/or facilitator of requirements development sessions.	Yes (1-25 Points) No (‒ 0 Points)		
5.Demonstrable recent (i.e. in the last 5 years) experience in using project management software such as Jira and/or the use of Kanban boards in the management of a project or programme.	Yes (1-5 Points) No (‒ 0 Points)		
6.Experience with IBM Rational DOORS Next or equivalent.	Yes (1-10 Points) No (‒ 0 Points)		

LABOR CATEGORY #28 – MSLT NATO NEXT GENERATION OF M&S REQUIREMENTS MANAGER AND ARCHITECT

Location: **Norfolk, VA, USA (on site)**

Number of Candidates: **One Candidate**

Period of Performance:
Base Period: 1 January 2024 (date of award) – 31 December 2024
Option Period 1: 1 January 2025 – 31 December 2025
Option Period 2: 1 January 2026 – 31 December 2026
Option Period 3: 1 January 2027 – 31 December 2027
Option Period 4: 1 January 2028 – 31 December 2028

Tasking:

1. Conduct work to identify, scope and define NATO needs that may be satisfied with M&S, on strategic to tactical planning, functional planning (logistics, CIS, etc.), testing and visualization of new concepts, operational experimentation and war gaming events, definition of NATO capabilities including enabling the evaluation of architectures and comparison of alternative solutions and test of new NATO capabilities against its user requirements. Prepare decision support reports including briefings, operational requirements documents, user documents, and associated capability documentation.
2. Provide technical advice on NATO M&S documents
3. Support the development of the Next Generation of M&S for NATO through architecture design and requirements capture, curation, and fulfilment.
4. Provide technical advice on M&S related documents, activities and prototypes.
5. Capture requirements during the design, execution, post-processing, and overall use of M&S in support of NATO wargaming as well as NATO collective training and exercise (CT&E) design, developing, planning, execution and AAR.
6. Conduct work with NATO institutions, and allied governmental organizations when duly authorized, as well as academia and industry from NATO nations to research and identify potential M&S solutions (architecture and requirements) and align to NATO needs.
7. Conduct any other duties as tasked.

Essential Qualifications:

6. Education:
   a. University Degrees at the undergraduate and graduate level in computer science, engineering, or management and 5 years function related experience, or Higher Secondary education and completed advanced vocational training with 8 years function related experience.

7. Experience:
   Minimum 5 years in the last 10 in the field of M&S management to include initiation, planning, and execution of M&S projects at the capability level;
   Demonstrable 2 years' experience in the last 10 in international military environments;
   f. Demonstrable 5 years' experience in the last 10 in M&S programs in the defence sector. In particular, experience, designing architecture that incorporates a scope and depth to capture a wide variety of user requirements;
   g. Demonstrable 5 years' experience in the last 10 in M&S supporting the design, development, planning and reporting of wargames, exercises, experiments, seminars, simulations, workshops, or other similar events;
   h. Demonstrable 5 years' experience in the last 10 in supporting the collection and analysis of M&S user and capability requirements;
   i. Demonstrable experience in translating user requirements into simulation architecture that supports wargaming, exercise, training, planning, and experimentation events;
   j. Expert experience with PC office automation products, including the use of internet for information research. An expert in transitioning raw data (excel spreadsheet etc) to digestible visual presentations for senior leaders (PowerPoint, figures in NATO documents) Familiarity with IBM DOORs;

8. Qualifications:
   Demonstrated working level knowledge with MS Office tools (Outlook, Project, Word, Excel, PowerPoint and SharePoint).
   Availability to travel to any NATO entity within the 30 Nations (valid passport with no travel restrictions to NATO nations).

9. Desirable:
   a. Have a working knowledge of project management techniques and demonstrated success in using them to deliver capabilities. In particular, conducting analysis and data capture to inform analysis of alternatives (AoA);
   b. Knowledge of SISO, MSaaS, and other international M&S standards, protocols and initiates;

c. Knowledge of the M&S entities within NATO e.g. HQ SACT, JWC, JFTC, M&S COE, NCIA, etc.

10. Resume of candidate must show education and professional experience directly related to this SOW. The resume must be included with the contractor's response to this SOW.

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 #28 MSLT NATO NEXT GENERATION OF M&S REQUIREMENTS MANAGER AND ARCHITECT

Company Name:

Proposed Candidate Name:

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

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

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of **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)
University Degrees at the undergraduate and graduate level in computer science, engineering, or management and 5 years function related experience, or Higher Secondary education and completed advanced vocational training with 8 years function related experience;	No – **0 points** Yes – **10 points**		
Minimum 5 years in the last 10 in the field of M&S management to include initiation, planning, and execution of M&S projects at the capability level;	Less than 5 years - **0 points** 5 years — **1 – 10 points** 5+ years – **11-15 points**		
Demonstrable 2 years' experience in the last 10 in international military environments;	Less than 2 years - **0 points** 2+ years – **1-10 points**		
Demonstrable 5 years' experience in the last 10 in M&S programs in the defence sector. In particular, experience, designing architecture that incorporates a scope and depth to capture a wide variety of user requirements;	Less than 5 years - **0 points** 5 years – **1-7 points** 5+ years – **8-10 points**		
Demonstrable 5 years' experience in the last 10 in M&S supporting the design, development, planning and reporting of wargames,	Less than 5 years - **0 points** 5 years – **1-7 points** 5+ years – **8-10 points**		

exercises, experiments, seminars, simulations, workshops, or other similar events;			
Demonstrable 5 years' experience in the last 10 in supporting the collection and analysis of M&S user and capability requirements	Less than 5 years - **0 points** 5 years – **1-7 points** 5+ years – **8-10 points**		
Demonstrable experience in translating user requirements into simulation architecture that supports wargaming, exercise, training, planning, and experimentation events;	No – **0 points** Yes – **1-10 points**		
Have a working knowledge of project management techniques and demonstrated success in using them to deliver capabilities. In particular, conducting analysis and data capture to inform analysis of alternatives (AoA);	No – **0 points** Yes – 1-**10 points**		
Knowledge of SISO, MSaaS, and other international M&S standards, protocols and initiates;	No – **0 points** Yes – **1-5 points**		
Knowledge of the M&S entities within NATO eg HQ SACT, JWC, JFTC, M&S COE, NCIA, etc	No – **0 points** Yes – **1-5 points**		
Expert experience with PC office automation products, including the use of internet for information research. An expert in transitioning raw data (excel spreadsheet etc) to digestible visual presentations for senior leaders (PowerPoint, figures in NATO documents) Familiarity with IBM DOORs;	No – **0 points** Yes – **1-5 points**		

LABOR CATEGORY #29- SENIOR CONTRACTOR SUPPORT TO ANALYSE EMERGING AND DISRUPTIVE TECHNOLOGIES:

Location: **Norfolk, VA, USA (on site)**

Number of Candidates: **Three Candidate**

Period of Performance:
Base Period: 1 January 2024 (date of award) – 31 December 2024
Option Period 1: 1 January 2025 – 31 December 2025
Option Period 2: 1 January 2026 – 31 December 2026

Background and Scope of Work

Analysing Emerging and Disruptive Technologies (EDT) is a critical task for NATO looking to stay competitive and innovative in today's rapidly evolving security landscape. Especially with regards to the NATO Warfare Capstone Concept (NWCC) and the Warfare Development Agenda (WDA) the requirements of leveraging EDTs evolves rapidly and needs additional attention. To support these analyses and the increasing influence of EDT it is essential to extend the workforce with additional analysts with the necessary specialised skills and expertise. This requirement is specifically linked to the NATO2030 tasking where NATAO Military Authorities (NMAs) are tasked to accelerate EDTs adoption across NATO to enable the Alliance to leverage the full potential of those technologies.

Furthermore in accordance with "The Alliance Warfare Development Agenda, pursuit of the Warfare Development Imperatives and Lines of Delivery are not possible without establishing and maintaining the critical enablers ((data, agility, the right people with the right skills, persistent preparation, day-zero integration and technology advantage,) to the imperatives. 'Despite NATO's long-standing technical and scientific superiority, the Alliance is at risk now because its competitors are quickly closing the gap by improving their technologies and capabilities. NATO's success requires a strategy that purposely and correctly wields technology to create an advantage. Technology Advantage (TA) Critical Enabler of NWCC was transferred from SPP to CAPDEV/REQ/Innovation. TA serves as a foundation for all LoEs and is essential to meet the Warfare Development Agenda ambition. In order to ensure that

Tasking

1. Contribute to identification of new and cataloguing of existing EDTs.

2. Contribute to the sustained EDTs military implication assessment function in support of Warfare Development Agenda.

3. Promote increased level of experimentation of EDTs based solutions in realistic

environment.

4. Provide and coordinate input to programming of EDTs' activities within ACT S&T POW in support of ACT's foresight, NDPP, multinational solutions, capability development, experimentation, training and education.

5. Influence and exploit EDTs that address identified capability shortfalls and those significantly impacting available capabilities.

6. Provide and coordinate input to the production and delivery of EDTs advice that informs the strategic foresight analysis efforts (SFA, FFAO), NATO defence planning (e.g., NDPP step 2) and subsequent capability and force development efforts, including capability requirements formulation, concept development and experimentation and Analysis of Alternatives (AoA).

7. Identify capability shortfalls that could benefit from adoption of EDTs by analysing the NDPP products, the operational Lessons Learned and in coordination with other ACT staff.

8. Educate HQ SACT staff on the opportunities and risk associated with EDTs.

9. Organize and manage knowledge base by sustained provision of the current status of EDTs adoption for Warfare Development, and to enable information exchange between ACT, NATO and national EDTs stakeholders.

10. Act as Member of the Innovation Branch, executing tasks and duties as directed by the Section Head Science and Technology or his superiors with regards to the projects, activities, and outputs related to the Branch core tasks in the larger field of Science and Technology

Essential Qualifications

1. A minimum requirement of a Bachelor's degree at a nationally recognised/certified University in scientific or engineering discipline and 4 years post-related experience. The lack of a university degree may be compensated by the demonstration of a candidate's particular abilities or experience that is/are of interest to ACT, that is, at least 6 years extensive and progressive in duties related to the function of the post.

2. Two years' experience in the assembly and interpretation of research & technology information.

3. Knowledge of S&T information sources in nations, for example defence research laboratories, academic institutions, media and defence ministries.

4. Experience in interpreting information on future S&T in order to measure the effect of these technologies on military capability.

5. Practical experience with PC office automation products, including the use of internet for information research.

6. NATO Secret Security Clearance or National equivalent.

7. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.

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 29 Senior Contractor Support to Analyse Emerging and Disruptive Technologies (Norfolk, VA, USA) – Three Candidates

Company Name:

Proposed Candidate Name:

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

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

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of **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 minimum requirement of a Bachelor's degree at a nationally recognized/certified University in scientific or engineering discipline and 4 years post-related experience. The lack of a university degree may be compensated by the demonstration of a candidate's particular abilities or experience that is/are of interest to ACT, that is, at least 6 years extensive and progressive in duties related to the function of the post.	Yes (Bachelor 10-20 Points) (Experience ~~5~~ 2-15 Points) No (1 Point)		
2. Two years' experience in the assembly and interpretation of research & technology information	Less than 2 years (1-5 Points) 2+ years (~~5~~ 6 - 15 Points) 5+ years (16 - 20 points)		
3. Knowledge of S&T information sources in nations, for example defense research laboratories, academic institutions, media and defense ministries.	Yes (5 - 20 Points) No (1 - 4 ~~5~~ Points)		
4. Experience in interpreting information on future S&T in order to measure the effect of these technologies on military capability.	Yes (5 - 20 Points) No (1 - ~~5~~ 4 Points)		
5. Practical experience with PC office automation products, including the use of internet for information research.	Yes (5 - ~~10~~ 20 Points) No (1 - ~~5~~ 4 Points)		

LABOR CATEGORY #30- SENIOR CONTRACTOR SUPPORT TO Analyst Technology Advantage

Location: **Norfolk, VA, USA (on site)**

Number of Candidates: **One Candidate**

Period of Performance:
Base Period: 1 January 2024 (date of award) – 31 December 2024
Option Period 1: 1 January 2025 – 31 December 2025
Option Period 2: 1 January 2026 – 31 December 2026

Tasking

1. Contribute to identification of new and cataloguing of existing EDTs.

2. Contribute and provide deliverables to support the further development and production of the Technology Advantage (TA) critical enabler.

3. Analysis of how TA can support identified WDI Lines of Development and NWCC Critical Enablers.

4. Develop and maintain periodic reviews of TA Vision and Strategy documents to enable a common understanding of TA value.

5. Prepare an initial draft Action Plan for the implementation of TA Strategy.

6. Support the definition of TA Initial Operating Capability (IOC).

7. Support the definition of TA Final Operating Capability (FOC).

8. Support the creation of a TA community of interest. This will lead to further engagement with internal NATO and external stakeholders.

9. Support the TA Project Manager and Sponsor through the provision of information and reports on the activities associated with the TA Action Plan and integration of the TA concept with other associated projects and experimentation activities.

10. Facilitate the work of EDT Analysts to enable effective knowledge transfer to relevant NWCC Lines of Development and to receive demand signals for EDTs studies, experimentation and demonstration.

11. Interact directly with external stakeholders within the scope of this contract.

Essential Qualifications

1.A minimum requirement of a Bachelor's degree at a nationally recognized/certified University in scientific or engineering discipline and 4 years post-related experience. The lack of a university degree may be compensated by the demonstration of a candidate's particular abilities or experience that is/are of interest to ACT, that is, at least 6 years extensive and progressive in duties related to the function of the post.

2.Two years' experience in the assembly and interpretation of research & technology information.

3.Knowledge of S&T information sources in nations, for example defence research laboratories, academic institutions, media and defence ministries.

4.Experience in interpreting information on future S&T in order to measure the effect of these technologies on military capability.

5.Practical experience with PC office automation products, including the use of internet for information research.

6. Minimum of 5 years serving in the defense sector

7.Minimum of 3 years serving in a NATO environment

8.Knowledge of NATO S&T (IS, IMS, NMAs, STO, etc.)

9.NATO Secret Security Clearance or National equivalent.

10.Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.

Best Value Criteria for LABOR CATEGORY 30

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. A minimum requirement of a Bachelor's degree at a nationally recognized/certified University in scientific or engineering discipline and 4 years post-related experience. The lack of a university degree may be compensated by the demonstration of a candidate's particular abilities or experience that is/are of interest to ACT, that is, at least 6 years extensive and progressive in duties related to the function of the post.	Yes (Bachelor 10-15 Points) (Experience 5-10 Points) No (1 - 4 Points)		
2. Minimum of two years' experience in the assembly and interpretation of research & technology information.	Less than 2 years (1 - 4 Points) 2+ years (5-10 Points) 5+ years (10 - 15 points)		
3. Knowledge of S&T information sources in nations, for example defense research laboratories, academic institutions, media and defense ministries.	Yes (5 - 20 Points) No (1 - 4 Points)		

4. Experience in interpreting information on future S&T in order to measure the effect of these technologies on military capability.	Yes (5 - 20 Points) No (1 - 4 Points)		
5. Practical experience with PC office automation products, including the use of internet for information research.	Yes (5 - 15 Points) No (1 - 4 Points)		
6. Minimum of 5 years serving in the defense sector	Yes (5 Points) No (1 - 4 Points)		
7. Minimum of 3 years serving in a NATO environment.	Yes (5 Points) No (1 - 4 Points)		
8. Knowledge of NATO S&T (IS, IMS, NMAs, STO, etc)	Yes (5 Points) No (1 - 4 Points)		

LABOR CATEGORY #31 – Technical Writer/Editor

LOCATION: NORFOLK, VA, USA (ON-SITE)

NUMBER OF CANDIDATES: Two Candidates

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, Option Period Four: 1 January 2028 – 31 December 2028

HQ SACT Purchasing & Contracting section is seeking two technical writers to work collaboratively with programme managers and P&C staff in the development of requirement documents such as Statements of Work, Performance Work Statements, Statement of Objectives, Grading Criteria and other procurement related documents. The technical writer is responsible for taking complex, technical information and translating it into an easily understandable format.

Tasking:

1. Support Procurement and Contracting (P&C) in assisting programme managers regarding format and content of requirements (SOWs, SOO's, RSD's etc.); prepare documents in compliance with internal procedures.
2. Determine the clearest and most logical way to present information for greatest reader comprehension.
3. Develop, draft, write, and edit requirement documents including functional descriptions, specifications, deliverables and acceptance criteria in support of purchasing & contracting, programme managers, and other NATO stakeholders to ensure order, clarity, conciseness, style, and terminology remain consistent.
4. Translate technical information to clear, readable documents to be used by technical and non-technical personnel.
5. Conduct research and ensure the use of proper technical industry terminology.
6. Support procurement activities such as preparing Requests for Proposals (RFP's)/Invitations for International Bidding (IFIB's), participating as a Recorder on Solicitation Review Boards (SRBs) and Contract Awards Committees (CAC).
7. Assist in drafting and staffing of business cases to support special requests or requests for deviation from normal methods of procurement.
8. Meticulously record all relevant contract decisions and actions of CACs.
9. Coordinate participation of other acquisition team members where necessary to complete assigned work.
10. Establish and maintain excellent internal and external customer relations at all levels of the organization.
11. Produce high-quality documentation that meets applicable standards and is appropriate for its intended audience and wide-spread publication
12. Create tutorials and samples to help end-users initiate requirements
13. In coordination with procurement staff, review and update contract templates and desk guides to standardise contracting practices as needed.
14. Any other duties as assigned by the COTR within scope of the LCAT

The Technical Writer shall be considered based on type and years of experience in the following key areas:

Essential Qualifications:

1. Minimum of five (5) years' in the last 10 years demonstrable experience capturing complex technical requirements in coordination with SMEs to support the development of contract requirements documents (within a national or international organisation).
2. Minimum of five (5) years in the last 10 years demonstrable experience writing, reviewing, and editing requirements and specifications for contract solicitations (within a national or international organisation).
3. Demonstrable experience working closely with a cross-functional team
4. Demonstrated ability to acquire and present information through independent reading, interviews with subject-matter experts, written interpretation of data visualizations or other appropriate methods.
5. Demonstrated ability to develop and maintain good working relationships with others regardless of rank/position, the stressfulness of the situation, or the diversity of opinion.
6. Demonstrable ability to lead, train, and mentor peers, customers, and trainees in requirement document development processes.
7. Demonstrated advanced skill in oral and interpersonal communication, and writing at collegiate and professional levels in English. **A writing sample supporting the development of contract requirements documents (no more than 5 pages) is required to be submitted for the technical writer/editor candidates.**
8. Familiarity with acquisition publications, NATO or National procurement/financial regulations, and requirements documents
9. Familiarity with procurement practices and ability to assist in the development of contracts that allow for the flexibility required in an agile environment without compromising the integrity of the procurement process.
10. Excellent working knowledge of Microsoft Office Suite of tools and SharePoint
11. University degree (Bachelors)
12. Active NATO or National SECRET Personnel Security Clearance

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 #31 Technical Writer/Editor

Company Name:

Proposed Candidate Name:

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

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

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 4334 - 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)		

	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 NON-COMPLIANT	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. Minimum of five (5) years' in the last 10 years demonstrable experience capturing complex technical requirements in coordination with SMEs to support the development of contract requirements documents (within national or international organisation).	<5 years (0 Points) 5-10 years (1-5 Points) 10+ years (6-20 Points)		
2. Minimum of five (5) years in the last 10 years demonstrable experience writing, reviewing, and editing requirements and specifications for contract solicitations (national or international organisation).	<5 years (0 Points) 5-10 years (1-5 Points) 10+ years (6-20 Points)		
3. Demonstrable experience working closely with a cross-functional team.	1-5 years (1-5 Points) 5+ years (6-10 Points)		
4. Demonstrated ability to acquire and present information through independent reading, interviews with subject-matter experts, written interpretation of data visualizations or other appropriate methods.	<3 years (0 Points) 3-5 years (1-5 Points) 5+ years (6-10 Points)		
5. Demonstrable ability to develop and maintain good working relationships with others regardless of rank/position, the stressfulness of the situation, or the diversity of opinion.	No – 0 Points Yes – 1 – 5 Points		

6.	Demonstrable ability to lead, train, and mentor peers, customers, and trainees in requirement document development processes.	<3 years (0 Points) 3-5 years (1-5 Points) 5+ years (6-10 Points)		
7.	Demonstrated advanced skill in oral and interpersonal communication, and writing at collegiate and professional levels in English. (**Writing sample supporting the development of contract requirements documents provided**)	<3 years (0 Points) 3-5 years (1-5 Points) 5+ years (6-15 Points)		
8.	Familiarity with acquisition publications, NATO or National procurement/financial regulations, and requirements documents	Yes – 3 Points No – 1 Points		
9.	Familiarity with procurement practices and ability to assist in the development of contracts that allow for the flexibility required in an agile environment without compromising the integrity of the procurement process.	Yes – 2Points No – 1 Points		
10.	University degree (Bachelors)	No – 0 Points Yes – Unrelated Field 3 points Yes – Related Field 5 points		

LABOR CATEGORY #32 – Data Scientist

LOCATION: NORFOLK, VA, USA (ON-SITE)

NUMBER OF CANDIDATES: One Candidate

PERIOD OF PERFORMANCE: Base Period: On or about 15 April 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

The **Data Science & Artificial Intelligence (DS&AI) Section** in the Federated Interoperability Branch is part of the CAPDEV Requirements Division. By establishing this section in 2020, HQ SACT positioned itself to provide initial enabling data science and AI capabilities to ACT and the NATO Enterprise. It plays a major role in developing and delivering Data Exploitation (Data Science, Data Analytics) and Artificial Intelligence as crosscutting enabling capabilities, and facilitates NATO's evolution into a digitally transformed, data centric, and Multi-Domain Operations (MDO)-enabled Alliance by 2030. Within HQ SACT, the DS&AI section works as a cross-functional element in support of all directorates and in close coordination with the Digital Transformation directorate within workforce and prioritization constraints. As part of an adapted organisational structure, ACT is looking into developing the section into a DS&AI branch.

Background and Scope of Work

Data science, data analytics and Artificial Intelligence (AI) are at the top of NATO's political and military agenda. Enhanced situation awareness and data-driven decision-making are among NATO's strategic ambitions requiring a significant increase in data science and AI efforts across the Alliance and in particular in ACT, which is leading many of these transformational activities.

The DS&AI section provides a broad spectrum from strategy and policy development and support, to technical delivery and implementation to HQ SACT and the NATO Enterprise. In addition to serving as the centre of gravity for HQ SACT's efforts in advancing data centricity and integrating rapidly changing technology related to data exploitation, the section has developed substantial influence inside NATO and is regularly invited to offer policy and technical expertise.

SACT's number one priority is digital transformation, which is all about becoming data driven and data centric. The DS & AI section is an important organizational element of HQ SACT contributing directly and every day to digital transformation. It plays a major role for NATO's establishing Data Science and AI as enabling capabilities for 21st Century warfare.

The DS & AI section has a multitude of responsibilities within HQ SACT and the broader NATO Enterprise. Examples include: strategy and policy development; implementation of Data

Exploitation and AI in NATO; developing and strengthening a NATO DS & AI community; trusted agent data science and artificial intelligence consulting; support to HQ SACT directorates; support to NATO Enterprise entities; rapid prototyping to assist staff officers with refining requirements.

Scope of Work

The DS & AI Section requires contractor support to attain and keep the workforce level required to deliver on its responsibilities, and contribute on multiple technical projects while expanding its strategy, policy, and crosscutting outreach roles according to its growing function and role. The scope of work covers but is not limited to:

- Engaging and collaborating with all branches of HQ SACT and identifying, executing and implementing analytic opportunities for data analytics, data science and AI to include business intelligence and robotic process automation (RPA);

- Be the major data science and AI hub for HQ SACT and collaborate and guide other related activities to avoid redundancies and duplications, and use the increasing capacity to satisfy the increasing demand effectively;

- Conduct rapid prototyping and data product development (to include data pipelines, machine learning/AI algorithms and visualization of outputs);

- Develop and supervise proof of concepts, experiments to de-risk future programmes and support requirements capture and refinement both for ACT and ACO;

- Provision of technical subject matter expertise (SME) to HQ SACT staff (for example by providing Data Science and AI expertise for the ACT Innovation Branch), and peer review of ongoing projects;

- Supporting the development of operational requirement statements (ORS) and Capability Programme Plan (CPP);

- Provide training and training development to increase staff data and AI literacy as contributing steps to evolve HQ SACT (and NATO) into a data-driven organisation;

- Maintain and expand regular outreach with industry, academia, the think tank community, and nations on topics related to data science, analytics, and AI.

- Grow and invigorate internal communities that bring together DS & AI practitioners and consumers.

- Lead and further develop the multi-year NATO Data Exploitation Programme in the WDA and its implementation, and support the development of a NATO Enterprise framework that allows for Data Science and AI projects to be conducted (this includes Data, Information and Knowledge Management; Communication and Information Security; Architecture and Infrastructure; Analytics & Technology Integration; Policy, Guidance and Legal; Awareness, Training and Education; Manpower Development and Staffing; Funding and Contracting);

- Support the NATO HQ-led policy and strategy development in the context of the Data Exploitation framework;

- Represent HQ SACT at the staff level in different governance and policy committees;

- Continued development of proofs of concept to better understand the impact of technological advances and evolving analytical methods on data science, analytics and AI in an environment with increasing interoperability;

- Leading and maturing the NATO Data Science, Analytics and AI community of interest, that brings together stakeholders from the NATO Enterprise and Allies, to establish coherence in the approach, foster collaboration and cooperation;

- Support and develop NATO HQ and Enterprise initiatives such as the development and maturation of the Data Exploitation Ecosystem;

- Collaborate and coordinate with NCIA to further develop and implement (cloud) analytics infrastructure and tools for data exploitation and AI for the NATO Enterprise.

- Develop an support proof of concepts, experiments and technology demonstrations in order to better understand and demonstrate the benefits that data science and AI can provide for the NATO Enterprise and its stakeholders;

- Collaborate, coordinate with and directly support other NATO entities in their efforts to digitally transform and become more data driven.

Tasking (not limited to the below tasks)

1. As a member of the Data Science & Artificial Intelligence Section, responsible to the Section Head/COTR, the contractor will contribute to the development and implementation of an enabling data science and AI capability at HQ SACT and for the NATO Enterprise in particular in the context of the ongoing implementation of the Data Exploitation Framework and Programme.

2. Identifies, contributes to and implements ML/AI initiatives across HQ SACT and the NATO Enterprise with suggestions for ML approaches and implementation, including the processing of training data and performance assessment of machine learning techniques on datasets.

3. Applies existing data science techniques to new problems and datasets using specialised programming techniques to meet needs of the project and customer.

4. Evaluates the outcomes and performance of data science models. Identifies and implements opportunities to train and improve models and the data they use.

5. Publishes and reports on machine learning model outputs to meet customer needs and conforming to agreed standards.

6. Has in-depth knowledge of NLP, application of ML, or computer vision.

7. Has experience with Generative AI.

8. Supports review of data science and AI activities, processes, products or services.

9. Works in conjunction with other data professionals (such as data scientists, data and information managers, data engineers), software engineers and SMEs from different functional areas, branches and directorates within HQ SACT or NATO entities, as directed, for example in support of Minimum Viable Product (MVP) development of the ACT Innovation Branch.

10. Provides subject matter expertise to (military and civilian) staff within HQ SACT or the NATO Enterprise and develop proofs of concept, as directed.

11. Supports internal and external communities that bring together DS & AI practitioners and consumers.

12. Supports development of scientific studies.

13. Supports educational efforts and training development related to data, AI or digital literacy.

14. Remains up-to-date with new developments in data science and AI to bring innovative ideas into implementation.

15. Supports building a data-driven culture that uses analytics to generate insights, improve decision making at all levels, inform strategy and policy decisions, and improve performance.

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

Essential Qualifications

1. A Master's degree or higher at a nationally recognised/certified university in Data Science, Data Analytics, AI engineering, or a related discipline such as Mathematics, Physics, Computer Science, Software Engineering OR four years minimum professional experience in the area of Data Science, including providing analysis and advice in the field of data science, within the last five years.

2. Proven work experience as a Data Scientist, ML Engineer or a similar role in the last four years.

3. Proficient in Machine Learning/AI, statistical and mathematical analysis.

4. Experience in modern software architecture and software development related to data science, analytics and AI, e.g. Python, SQL, R.

5. Experience with machine learning and AI frameworks, using e.g. TensorFlow, PyTorch, scikit-learn, or other modern machine learning frameworks.

6. Experience with planning, executing and maintaining Data Science pipelines.

7. Experience visualizing data and producing high quality graphs and reports, charts and interactive dashboards using tools such as Tableau, MS Power BI, Kibana.

8. Experience with agile methodologies.

9. Experience in providing training in various areas related to data science, analytics, and AI at different technical levels.

10. Portfolio of demonstrable products available via GitLab, or other platforms.

11. Ability to work in a cloud environment, in particular Microsoft Azure, or Amazon Web Services.

12. Working experience in an international environment with both military and civilian elements.

13. Proven ability to communicate effectively orally and in writing, with excellent briefing skills.

Desirable Qualifications

1. Experience working within a Big Data ecosystem, with tools such as Databricks, Spark etc.

2. Experience working with open source and publicly available data.

3. Experienced 'data storyteller'.

4. Experience working on a military staff.

5. Knowledge of NATO organization and its functions.

6. Experience in project 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 DATA SCIENTIST

Company Name:

Proposed Candidate Name:

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

HQ SACT reserves the right to modify security clearance requirement on a case-by-case basis <u>in the event of a future labour category surge</u>.

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) 4334 - 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 **PLEASE ENSURE TOTAL PTS EQUAL 100**	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.**	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1.A Master's degree or higher at a nationally recognised/certified university in Data Science, Data Analytics, AI engineering, or a related discipline such as Mathematics, Physics, Computer Science, Software Engineering OR four years minimum professional experience in the area of Data Science within the last five years.	• Master of Science or higher (6-15 Points) • Bachelor of Science (2-5 Points) • 4+ years professional experience in the last 5 years (2-15 Pts) • No (1 Point)		
2. Proven work experience as a Data Scientist, ML Engineer or a similar role during the last four years.	• Last 4+ years (6-10 Points) • Between 2-4 years (2-5 Points) • Less than 2 years (1 Point)		
3.Proficient in Machine Learning/AI, statistical and mathematical analysis.	• Yes (2-10 Points) • No (1 Point)		
4.Experience in modern software architecture and software development related to data science, analytics and AI, e.g. Python, SQL, R.	• Yes (2-10 Points) • No (1 Point)		
5.Experience with machine learning and AI frameworks, using e.g. TensorFlow, PyTorch, scikit-learn, or other modern machine learning frameworks.	• Yes (2-10 Points) • No (2 Point)		
6.Experience with planning, executing and maintaining Data Science pipelines.	• Yes (2-5 Points) • No (1 Point)		

7.Experience visualizing data and producing high quality graphs and reports, charts and interactive dashboards using tools such as MS Power BI or Tableau.	• Yes (3 - 10 Points) • No (2 Points)		
8.Experience with agile methodologies.	• Yes (3 - 5 Points) • No (2 Points)		
9.Experience in providing training in various areas related to data science, analytics, and AI at different technical levels.	• Yes (3 - 5 Points) • No (2 Points)		
10.Portfolio of demonstrable products available via GitLab, or other platforms.	• Yes (3 - 10 Points) • No (2 Points)		
11.Ability to work in a cloud environment, in particular Microsoft Azure, or Amazon Web Services.	• Yes (3-5 Points) • No (2 Points)		
12.Working experience in an international environment with both military and civilian elements.	• Yes (3-5 Points) • No (2 Point)		

LABOR CATEGORY 33: SUPPORT TO THE ACT BUSINESS IMPACT ANALYSIS (BIA)

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

Number of Candidates: One Candidate

Period of Performance: Base Period: Award – 31 December 2024, Option Period One: 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:

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

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

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

Tasking:

This contract provides technical support to the ACT Business Continuity Teams at each of the

ACT locations. Specific responsibilities include

A. Analyse and prioritize the ACT business processes required to deliver the priority products and service; format to be coordinated with BC Staff Officer and Section Head.

B. Propose a suitable approach for developing the BIAs for HQ SACT and subordinate entities.

C. Analyse and create a prioritize list of the activities that produces or supports the delivery of the products and services; format to be coordinated with BC Staff Officer and Section Head.

D. Determine and create a list of the critical resources needed to carry out Business Continuity objective; format to be coordinated with BC Staff Officer and Section Head.

E. List and prioritize products and services, and determine the MTPD and RTO for each; format to be coordinated with BC Staff Officer and Section Head.

F. Determine and map all internal and external dependencies of activities on another activity; format to be coordinated with BC Staff Officer and Section Head.

G. Perform a risk and threat assessment to identify unacceptable levels of risk single points of failure; format to be coordinated with BC Staff Officer and Section Head.

H. Identify and list known and anticipated internal and external threats; format to be coordinated with BC Staff Officer and Section Head.

I. Create a process level impact table; format to be coordinated with BC Staff Officer and Section Head.

J. Estimate and illustrate the impact of each threat to the organization; format to be coordinated with BC Staff Officer and Section Head.

K. Determine and illustrate the probability of disruption for each threat; format to be coordinated with BC Staff Officer and Section Head.

L. Illustrate the calculation of a risk score for each threat; format to be coordinated with BC Staff Officer and Section Head.

M. Develop a list to prioritise the threats based on the risk score for the prioritised activities; format to be coordinated with BC Staff Officer and Section Head.

N. Prepare briefings on the completion of the final analysis and final consolidation; format to be coordinated with BC Staff Officer and Section Head.

O. Collect information on products, services and activities in the form of workshops, questionnaires and interviews; format to be coordinated with BC Staff Officer and Section Head.

P. Seek and document top management approval of the BIA so that BC solutions and mitigations measures can be designed.

Q. Attend BC meetings on a monthly basis, or when directed by BC Staff Officer and Section Head, to brief status of BIAs.

Essential Qualifications:
1. Bachelor's Degree or equivalent national academic qualification in a numeric discipline
2. Certified to at least the level Business Continuity practitioner under a national or international certification scheme.
3. Education and training in Risk Management
4. At least 4 years of experience in Business Continuity supporting a large international organisation
4. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.
5. Active NATO SECRET (or higher) personnel security clearance issued by the industrial security authority of a NATO member nation
6. Valid NATO Nation passport with no travel restrictions to NATO nations
7. Proficiency in the use of the Microsoft Office Tool suite and collaborative software
8. Minimum of 60 Points in the Subject Matter Expert Criteria

Annex B

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 33: Support to the Act Business Impact Analysis (BIA)

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 60 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result 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. 3 or 4 year university degree or equivalent national academic qualification	Degree in directly related field – 24-25 points Degree in numeric discipline (e.g. engineering, physics, statistics, mathematics) – 11-20 points Degree in non-numeric discipline – 1-10 points No degree – 0 points (NON-COMPLIANT)		
2. Certification in Business Continuity discipline provided by a recognised national or international certification scheme	None – 0 points (NON-COMPLIANT) Foundation level – 1 point Practitioner level – 2 - 10 points Advanced certification (e.g. Team leader, auditor or similar) – 11 - 20 points		
3. Education and training in Risk Management;	No documented training with Risk management – 5 points Some training in risk management 5 - 10 points Certification with Risk management experience provided by a recognised national or international certification scheme – 11 to 15 points		
4. At least 4 years of experience in Business Continuity supporting a large international organisation	Less than 4 years – 0 points (NON-COMPLIANT) 4 years or more as a team member – 1 to 30 points 4 years or more as a team leader – 31 40 points		

LABOR CATEGORY 34: CYBERSPACE PRINCIPAL ARCHITECT

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

Number of Candidates: One Candidate

Period of Performance:
Base Period: Contract award – 31 December 2024,
Option Period 1: January 2025 – 31 December 2025,
Option Period 2: 1 January 2026 – 31 December 2026,
Option Period 3: 1 January 2027 – 31 December 2027.

Background information

The exploitation of cyberspace as a domain of operations presents an increasingly growing challenge for the Alliance. Gaining the ability to plan, 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.

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

This Statement of Work (SOW) is for a cyberspace principal architect. Hands-on experience in providing holistic views of complex system environments, working in tandem with other Subject Matter Experts (SMEs) on these architectural artefacts is essential. In general, management experience, team leading participation and/or contribution to the above activities will not suffice to qualify the candidates.

Tasking
1. Conduct a critical analysis and review of existing and under-development cyberspace architectural products in tandem with related technical context such as requirements, system descriptions, concepts, etc. in order to gain a big picture perspective of Cyberspace capabilities across multiple projects.
2. Gather knowledge and inputs from ACT TD/PD/SMEs and NCIA SMEs to understand NATO Cyberspace environment and analyse upcoming cyberspace requirements to develop new architectural diagrams or augment existing ones.
3. Develop block diagrams, work flow diagrams and other systems engineering artefacts in order to aid in understanding of capability and varying levels, from national experts to technical level SMEs.
4. Develop views, as identified, using the NATO Architecture Framework (NAF) (with the necessary design architectural drawings, diagrams, etc.), in accordance with the NAFv4 methodology.

5. Coordinate and align the military architectures with NATO HQ Office of the CIO OCIO) enterprise architectural products.
6. Participate in technical discussions, as needed, notably with ACT PD/SMEs, in order to review, refine and create additional context for reflection in architectural diagrams.
7. Engage with, and coordinate, relevant Communities of Interest (NATO organizations, nations, industry, and academia) for input to architectural development process.
8. Support the Branch Head/TD/PD with capability architecture validation and review; provide support with inputs to other branch architectural and capability development activities including, but not limited to, concept to capability translation, capability analysis and systems engineering, etc.
9. Attend, as required, meetings and conferences typically within NATO's boundaries for up to 30 days per year, as required.
10. Performs additional tasks, related to the contract, as required by the COTR.

Essential Qualifications

This Job Description calls for an experienced cyberspace architect, familiar with the analysis of complex system environments. The incumbent must have hands-on experience in the development of capability and technical level architecture products, being able to produce by him/herself complex and holistic views that span multiple capabilities and systems. Generic statements of experience and/or participation in a non-primary role in applicable activities will not suffice. Management, supervisory or contributor roles will in general not suffice.

1. Master's degree in systems engineering, computer science, network security, cyber-security or other related field. A Bachelor Degree and 5 years of recent experience in the development of capability and technical level architecture products will be considered.

2. Minimum of 8 years (within the last 10 year) post-graduate hands-on experience in the development of capability and technical level architecture products for complex system environments, preferably in the area of cyberspace operations, cyber security or military operations. In general, management experience, team leading, participation and/or contribution in a non-primary role to the above activities will not suffice to qualify.

3. Certified in TOGAF (or NAF) with 3 years of post-certification proven experience in applying the Framework in projects. The certification requirement can be substituted with a 5 years of experience in Framework application.

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

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

6. Minimum of 4 years post-degree experience in developing community of interest and organizing meetings/workshops for various stakeholders, including governmental agencies, academia and industry, in relation with architectural development activities.

7. NATO Secret Security Clearance or National equivalent, at the time of bidding.

8. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.

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 34: Cyberspace Principal Architect

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 three 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.		
	Active NATO or National SECRET (or higher) security clearance, at the time of bidding		
3	Valid NATO Nation passport with no travel restrictions to NATO nations		
4	Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
5	Minimum of 70 Points in the Subject Matter Expert Criteria		
6	**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. Master's degree in systems engineering, computer science, network security, cyber-security or other related field. A Bachelor Degree and 5 years of recent experience in the development of capability or technical level architecture products will be considered.	• No degree: 0 points. • Bachelor degree only: 1 point • Bachelor Degree and 5 years of recent experience in capability or technical level architecture development: 10 points. • Master's degree: 15 points.		
2. Minimum of 8 years (within the last 10 year) post-graduate hands-on experience in the development of capability and technical level architecture products for complex system environments, preferably in the area of cyberspace operations, cyber security or military operations. **In general, management experience, team leading, participation and/or contribution in a non-primary role to the above activities will not suffice to qualify**	• No experience: 0 points. • Less than 8 years relevant experience: 3 points. • 8 years or more in non-related areas: 10 points. • 8 years or more in related areas in cyber or military context: 25 points.		
3. Certified in TOGAF (or NAF) with 3 years of post-certification proven experience in applying the Framework in projects. The certification requirement can be substituted with a 5 years of	• No experience or certification: 1 • Certification only: 10 • Experience < 5 years only: 10 • Experience > 5 years: 20 • Certification and > 1 year experience: 20		

experience in Framework application			
4. Post-degree education (i.e. Certified) 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): 10 points		
5. Experience working for NATO or similar military structure (i.e. International Organization or national MoD), including in relation to its capability development processes and procedures.	• No experience: 1 • Experience working for NATO or similar military structure: 5 points. • Experience working for NATO or similar military structure in capability development: 15 points.		
6. Minimum of 4 years post-degree experience in developing community of interest and organizing meetings/workshops for various stakeholders, including governmental agencies, academia and industry, in relation with architectural development activities.	• No experience: 0 points. • Less than 4 years experience: 5 points. • 4 or more years experience: 15 points.		