



**NORTH ATLANTIC TREATY ORGANISATION**

HEADQUARTERS SUPREME ALLIED COMMANDER TRANSFORMATION

7857 BLANDY ROAD, SUITE 100

NORFOLK, VIRGINIA, 23551-2490

**Invitation For International Bidding**

**IFIB-ACT-SACT-25-01**

**Amendment 2 (Changes are in RED font)**

**Capability Development Management Support (CMDS)**

LC#	POSITION TITLE	PRIMARY LOCATION	NUMBER OF CANDIDATES
1	INFRASTRUCTURE COORDINATION CONTRACTOR SUPPORT – NUCLEAR CONSULTATION COMMAND & CONTROL (NC3) PROGRAMME	Norfolk, VA	1
2	CIS COORDINATION CONTRACTOR SUPPORT – NUCLEAR CONSULTATION COMMAND & CONTROL (NC3) PROGRAMME	Norfolk, VA	1
3	CIVIL – MILITARY LAYERED RESILIENCE ANALYST	Norfolk, VA	1
4	LAYERED RESILIENCE ANALYST	Norfolk, VA	1
5	CONTRACTOR SUPPORT FOR COMMS BRANCH – SOCIAL MEDIA/DIGITAL PRODUCTION	Norfolk, VA	1
6	CONTRACTOR SUPPORT FOR CVENT EVENT REGISTRATION MANAGER	Norfolk, VA	1
7	BMD CONTRACTOR SUPPORT TO AIRC2/IAMD BRANCH / BMD SECTION	Mons, Belgium	1
8	JUNIOR (DATA SCIENCE) CTR SUPPORT TO PM – ADM CAPABILITY DEVELOPMENT	Norfolk, VA	1
9	CONTRACTOR SUPPORT FOR TRAINING CAPDEV PERSONNEL IN PROGRAMME MANAGEMENT – PROGRAMME MANAGEMENT OFFICE – Pending final internal approval and funds availability.	Norfolk, VA	1
10	ARTIFICIAL INTELLIGENCE INTEGRATOR (FOCUS WARGAMING) - Pending final internal approval	Norfolk, VA	1
11	DETERRENCE ANALYSTS – Pending final internal approval	Norfolk, VA	2

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## **BIDDING INSTRUCTIONS**

### **1. General**

a. This is a **Firm Fixed Price Level of Effort** contract in accordance with the HQ SACT General Terms and Conditions;

b. HQ SACT General Terms and Conditions Dated **March 2024** are applicable to this procurement and can be located on the ACT Website at; [WWW.ACT.NATO.INT/CONTRACTING](http://WWW.ACT.NATO.INT/CONTRACTING) under Contractor Information.

**c. Contract Award is contingent upon funding availability; Partial bidding is allowed.**

### **2. Classification**

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

### **3. Definitions**

a. The “Prospective Bidder” shall refer to the entity that has indicated thereon its intention without commitment, to participate in this IFIB.

b. The term “Bidder” shall refer to the bidding entity that has completed a bid in response to this IFIB.

c. The term “Contractor” shall refer to the bidding entity to whom the contract is awarded.

d. The term “Contracting Officer” designates the official who executes this IFIB on behalf of HQ SACT.

e. “Contracting Officer’s Technical Representative” or “COTR” is the official who is appointed for the purpose of determining compliance of the successful bid, per the technical specifications.

f. The term “HQ SACT” shall refer to Headquarters Supreme Allied Commander Transformation.

g. The term “ACT” shall refer to Allied Command Transformation.

h. The term “NATO” shall refer to the North Atlantic Treaty 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 Organization 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: **Refer to Annex A for Period of Performance for each Labor category.**
- c. Option periods shall be exercised at the sole discretion of the HQ SACT Contracting Officer, based on satisfactory work performance, availability of funding, and ongoing evolving requirements.

**6. Exemption of Taxes**

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

**7. Amendment or Cancellation**

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

**8. Bidder Clarifications**

a. Prospective Bidders should seek clarification at their earliest convenience. Any explanation regarding the meaning or interpretation of this IFIB, terms, clause, provision or specifications, shall be requested in writing, from the Contracting Officer. All Contracting Officers listed on this IFIB must receive such requests via email for clarification no later than **18 October 2024**.

b. In lieu of a bidder's conference, HQ SACT invites bidders to submit technical and contractual questions not later than **18 October 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**

Bids shall be received at HQ SACT, Purchasing and Contracting Office, no later than **12 26 November 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 Proposal Submission (paragraph 12) for more details.

**10. Bid Validity**

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

b. **HQ SACT will not accept supplier proposals prepared, in whole or in part, by means of generative artificial-intelligence (AI) tools, including and without limitation to chatbots, such as Chat Generative Pre-Trained Transformer (Chat GPT), or other language generating tools. HQ SACT reserves the right to screen applications to identify the use of such tools. All applications prepared, in whole or in part, by means of such generative or creative AI applications may be rejected without further consideration at HQ SACT's sole discretion, and HQ SACT reserves the right to take further steps in such cases as appropriate.**

## 11. Content of Proposal

The proposal shall consist of two (2) separate documents (Technical / Price) sent via e-mail as per the instructions. No hard copy proposals will be accepted. The E-mailed documents shall be received no later than **12 November 2024, 0900 hours**, Eastern Standard Time, Norfolk, Virginia, USA.

**The company description portion of its technical proposal shall be limited to 10 pages.**

### a. Technical Proposal shall be a Signed PDF document and contain:

- 1) A table of contents for the entire proposal (See Enclosure #1):
- 2) The bidder's full name, address, Point of Contacts, Telephone, Fax number; Internet site;
- 3) Compliance statement (See Enclosure#2);
- 4) Past performance (See Enclosure #3);
- 5) List of key personnel.
- 6) Provision of technical volumes;
- 7) Compliance matrix (See Annex A to Statement of Work).

### b. Price Proposal shall be either a Signed PDF or Excel Spreadsheet and contain:

- 1) **Shall be in U.S. Dollar Currency.** Contractor may request payment post award in alternate currency based on agreed conversion rate.
- 2) Prices shall be on a **Firm Fixed Price Basis** and include any relevant discount schedule.
- 3) Provision of the price volumes (See Enclosure #4).

## 12. Proposal Submission

a. Proposals shall be separate e-mail submissions to:

Technical proposal: [techproposal@act.nato.int](mailto:techproposal@act.nato.int) [hqsact.techproposal@nato.int](mailto:hqsact.techproposal@nato.int)



Price proposal: [priceproposal@act.nato.int](mailto:priceproposal@act.nato.int) [hqsact.priceproposal@nato.int](mailto:hqsact.priceproposal@nato.int)

- b. E-mail subjects shall include the solicitation information along with **company name** (for example: IFIB -ACT-SACT-25-01\_Tech\_ABC Inc. / IFIB -ACT- SACT-25-01\_Price\_ABC Inc.). **Allow sufficient time in sending your submission should you encounter e-mail size challenges.**
- c. No verbal bids or verbal modifications or telephonic bids shall be considered.
- d. It is the ultimate responsibility of a prospective bidder prior to submission that all proposal submissions are reviewed to ensure they meet the technical, contractual and administrative specifications and that offers meet the limitations and expressed conditions.

### 13. Late Proposals

- a. It is solely the bidder's responsibility that every effort is made to ensure that the proposal reaches HQ SACT prior to the established closing date and time. No late bids shall be considered.
- b. **A delay in an e-mail exchange due to server or size restrictions does not constitute a delay by NATO.**

### 14. Bid Withdrawal

A bidder may withdraw their bid up to the date and time specified for bid closing. Such a withdrawal must be completed in writing with attention to the HQ SACT Contracting Officer.

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

#### **16. Proposal Clarifications**

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 **level of effort** contract(s) to the Offeror(s) whose proposal(s) represents the Best Value offer to NATO. Partial awards are ~~not~~ authorized.
- b. HQ SACT will collect information from references provided by the Offeror in regard to its past performance. Contractors must provide authorization to contact references.
- c. HQ SACT reserves the right to negotiate minor deviations to the listed General Terms and Conditions to this IFIB.

#### **18. Communications**

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 regard to this IFIB. Such adherence shall ensure Fair and Open Competition

with equal consideration and competitive footing leverage to all interested parties.

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

Tonya Bonilla, ACT Contracting Officer, 757-747-3575,  
[tonya.bonilla@nato.int](mailto:tonya.bonilla@nato.int)

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

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Robert McMaster, ACT Contracting Support, Email only:  
Robert.mcmaster@nato.int

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## **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 – Enclosure 4 - provides mandatory price proposal format)

## Enclosure 2: Compliance Statement

### COMPLIANCE STATEMENT TO SEALED BID

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

Clause

Description of Minor Deviation.

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(If applicable, add another page)

Company: \_\_\_\_\_

Signature: \_\_\_\_\_

Name & Title: \_\_\_\_\_

Date: \_\_\_\_\_

Company Bid Reference: \_\_\_\_\_

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

### Enclosure 3: Past Performance Information Form

**(Company is required to submit minimum of one. Company should be clear how both the company and candidate meet the requirements of past performance. Reference to a contract must include a detailed description of the work performed relevant to the requirements outlined in the SOW. Generic or Vague references to the contract awarded without clear connection to work performed will be disqualified)**

- (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 **if 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) (25-01A)**

### **LABOR CATEGORY #1 – INFRASTRUCTURE COORDINATION CONTRACTOR SUPPORT – NUCLEAR CONSULTATION COMMAND & CONTROL (NC3) PROGRAMME**

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

**Number of Candidates:** One Candidate

#### **Period of Performance:**

Base Period: Award – 31 December 2025

Option Period 1: 1 January 2026 – 31 December 2026

Option Period 2: 1 January 2027 – 31 December 2027

Option Period 3: 1 January 2028 – 31 December 2028

Option Period 4: 1 January 2029 – 31 December 2029

#### **Tasking:**

1. The interim Capability Management Office (iCMO) of the Nuclear, Command and Control (NC3) Programme serves as the business and operations management entity supporting the Programme in performing all tasks and functions required to plan, develop, implement and employ the NC3 capability within time, cost and scope. Within the iCMO, the NC3 Infrastructure Coordinator will provide infrastructure Subject Matter Expertise in programme and project planning and delivery. From the infrastructure standpoint, the candidate will:

- a. Support NC3 Capability Architecture, Capability Requirements and Capability Programme Plan (CPP) development.
- b. Support production of Project Proposals (PPs) by HNs/THNs for submission.
- c. Ensure that the proposed projects align with the broader NC3 objectives, strategic goals, and benefits/outcomes. Verify that the projects contribute to the enhancement of NC3 capabilities.
- d. Define technical evaluation criteria and metrics to assess project proposals objectively.
- e. Identify potential technical risks associated with the proposed project. Develop risk mitigation plans and strategies to address technical challenges.



- f. Collaborate with the NC3 Programme Director, Project Coordinators and Host Nation/Territorial Host Nation Leads to assess the technical resources required for successful project execution.
- g. Serve as a technical subject matter expert (SME) and advisor to project teams and proposal development teams. Provide technical guidance and recommendations to enhance the quality of project proposals.
- h. Document all technical aspects of the project proposal, including technical approaches, methodologies, and assumptions.
- i. Generate technical reports and documentation as needed to support proposal submission.

As directed by the COTR, the contractor can be required to travel on official business in support of ACT both within and outside NATO's boundaries for up to 30 days per year or as agreed. The contractor shall be responsible for completing a Contractor Travel Request Form and follow the ACT Financial Manual Chapter 24 – Contractor Travel: (<https://www.act.nato.int/wp-content/uploads/2023/05/afm24.pdf>)

### **Essential Qualifications**

- 1 Bachelor's degree (desirable Master's degree) in Civil Engineering or related technical discipline.
- 2 Experience in infrastructure project design and/or implementation.
- 3 Experience in Programme Management, ideally working with the NATO Common Funded Capability Delivery Governance Model for capability development and implementation.
- 4 Experience working in a national defence organization, a multinational organization or, ideally, NATO.
- 5 Certified qualification in Programme and Project Management (Axelos or similar methodologies).

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

- 1. Possess a high level of organizational and coordination skills:
  - a. Capacity to work under general direction within a clear framework of accountability with

substantial personal responsibility. Plan, schedule and monitor work activities in order to meet time and quality targets and in accordance with established procedures.

- b. Ability to effectively multi-task and prioritize in a fast-paced environment.
  - c. Ability to effectively work in a cross-group collaborative environment, quickly understand the needs of HQ SACT and support the collective effort to reach the fixed objectives.
  - d. Work effectively as a member of a multi-national and multi-disciplinary team.
2. Have proven analyst skills:
- a. Ability to quickly and efficiently sort through data to identify key issues or variables to consider in making important strategic decisions and to transform into staff products, reports, and analysis that can be consumed by a wide range of audiences.
  - b. Maintain awareness of developing trends and understand the implications of new concepts and technologies, in order to assess or evaluate risks.
  - c. Absorb new information rapidly and apply it effectively in relevant internal business areas or external agencies.
  - d. Select appropriately from applicable standards, methods, tools and applications.
  - e. Apply analytical and systematic approach to problem solving.
  - f. Summarize large amounts of written material.
  - g. Use contemporary office tools, including MS Office and communication systems.
3. Possess strong communication skills:
- a. Communicate and present complex information in English, both orally and in writing, effectively to specialist and non-specialist audience.
  - b. Ability to influence team and specialist peers.
  - c. Ability to prepare and develop for ACT leadership briefings, background papers, reports, and speeches.
  - d. Experience in facilitating mid-sized events (i.e. preparing and assisting presenters in the development of presentations and development of decision support briefings).

## 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 Contractor Support to **LABOR CATEGORY #1 - INFRASTRUCTURE COORDINATION CONTRACTOR SUPPORT – NUCLEAR CONSULTATION COMMAND & CONTROL (NC3) PROGRAMME**

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 <b>70 Points</b> in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

Item	<b>Range</b> <b>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</b> <b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b> <b>ANY SCORE OF ZERO IS NONCOMPLIANT</b>	<b>Page, Paragraph and Line Number</b> <b>referencing where candidates meet the criteria and how.</b>	<b>Score (100 pts possible)</b>
1. Bachelor's degree (desirable Master's degree) in Civil Engineering or related technical discipline.	No Degree: 0 points (non-compliant) Bachelor's Degree: 10 point Master's Degree: 20 points		
2. Experience in infrastructure project design and/or implementation.	No experience: 0 points (non-compliant) 6 points per year of experience up to a maximum of 30 points.		
3. Experience in Programme Management, ideally working with the NATO Common Funded Capability Delivery Governance Model for capability development and implementation.	No experience: 1 point 3 points per year of experience up to a maximum of 15 points. In CFCDGM: additional 5 points		
4. Experience working in a national defence organization, a multinational organization or, ideally, NATO.	No experience: 1 point 3 points per year of experience up to a maximum of 15 points. In NATO: additional 5 points		
5. Certified qualification in Programme and Project Management (Axelos or similar methodologies).	No: 1 point Yes: 10 points		

## **LABOR CATEGORY #2 - CIS COORDINATION CONTRACTOR SUPPORT – NUCLEAR CONSULTATION COMMAND & CONTROL (NC3) PROGRAMME**

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

**Number of Candidates:** One Candidate

### **Period of Performance:**

Base Period: Award – 31 December 2025

Option Period 1: 1 January 2026 – 31 December 2026

Option Period 2: 1 January 2027 – 31 December 2027

Option Period 3: 1 January 2028 – 31 December 2028

Option Period 4: 1 January 2029 – 31 December 2029

### **Tasking:**

1. The interim Capability Management Office (iCMO) of the Nuclear, Command and Control (NC3) Programme serves as the business and operations management entity supporting the Programme in performing all tasks and functions required to plan, develop, implement and employ the NC3 capability within time, cost and scope. Within the iCMO, the NC3 Communications and Information Services (CIS) Coordinator will provide CIS Subject Matter Expertise in programme and project planning and delivery. From the CIS standpoint, the candidate will:
  - a. Support NC3 Capability Architecture, Capability Requirements and Capability Programme Plan (CPP) development.
  - b. Support production of Project Proposals (PPs) by HNs/THNs for submission.
  - c. Ensure that the proposed projects align with the broader NC3 objectives, strategic goals, and benefits/outcomes. Verify that the projects contribute to the enhancement of NC3 capabilities.
  - d. Define technical evaluation criteria and metrics to assess project proposals objectively.
  - e. Identify potential technical risks associated with the proposed project. Develop risk mitigation plans and strategies to address technical challenges.
  - f. Collaborate with the NC3 Programme Director, Project Coordinators and Host Nation/Territorial Host Nation Leads to assess the technical resources required for successful project execution.

- g. Serve as a technical subject matter expert (SME) and advisor to project teams and proposal development teams. Provide technical guidance and recommendations to enhance the quality of project proposals.
- h. Document all technical aspects of the project proposal, including technical approaches, methodologies, and assumptions.
- i. Generate technical reports and documentation as needed to support proposal submission.

As directed by the COTR, the contractor can be required to travel on official business in support of ACT both within and outside NATO's boundaries for up to 30 days per year or as agreed. The contractor shall be responsible for completing a Contractor Travel Request Form and follow the ACT Financial Manual Chapter 24 – Contractor Travel: (<https://www.act.nato.int/wp-content/uploads/2023/05/afm24.pdf>)

### **Essential Qualifications**

- 1. Bachelor's degree (desirable Master's degree) in Science or Engineering (Electronic/System/Engineering Telecommunication) or related technical discipline.
- 2. Experience in Communications and Information Services project design and/or implementation.
- 3. Experience in Programme Management, ideally working with the NATO Common Funded Capability Delivery Governance Model for capability development and implementation.
- 4. Experience working in a national defence organization, a multinational organization or, ideally, NATO.
- 5. Certified qualification in Programme and Project Management (Axelos or similar methodologies).

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

- 1. Possess a high level of organizational and coordination skills:
  - a. Capacity to work under general direction within a clear framework of accountability with substantial personal responsibility. Plan, schedule and monitor work activities in order to meet time and quality targets and in accordance with established procedures.

- b. Ability to effectively multi-task and prioritize in a fast-paced environment.
  - c. Ability to effectively work in a cross-group collaborative environment, quickly understand the needs of HQ SACT and support the collective effort to reach the fixed objectives.
  - d. Work effectively as a member of a multi-national and multi-disciplinary team.
2. Have proven analyst skills:
- a. Ability to quickly and efficiently sort through data to identify key issues or variables to consider in making important strategic decisions and to transform into staff products, reports, and analysis that can be consumed by a wide range of audiences.
  - b. Maintain awareness of developing trends and understand the implications of new concepts and technologies, in order to assess or evaluate risks.
  - c. Absorb new information rapidly and apply it effectively in relevant internal business areas or external agencies.
  - d. Select appropriately from applicable standards, methods, tools and applications.
  - e. Apply analytical and systematic approach to problem solving.
  - f. Summarize large amounts of written material.
  - g. Use contemporary office tools, including MS Office and communication systems.
3. Possess strong communication skills:
- a. Communicate and present complex information in English, both orally and in writing, effectively to specialist and non-specialist audience.
  - b. Ability to influence team and specialist peers.
  - c. Ability to prepare and develop for ACT leadership briefings, background papers, reports, and speeches.
  - d. Experience in facilitating mid-sized events (i.e. preparing and assisting presenters in the development of presentations and development of decision support briefings).

## Requirements Matrix

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

### **Best Value Criteria for LABOR CATEGORY #2 – CIS COORDINATION CONTRACTOR SUPPORT – NUCLEAR CONSULTATION COMMAND & CONTROL (NC3) PROGRAMME**

#### ~~Contractor Support to Training in Programme Management~~

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 <b>70 Points</b> in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		



Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. <b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT</b>	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. Bachelor's degree (desirable Master's degree) in Science or Engineering (Electronic/ System/ Engineering Telecommunication) or related technical discipline.	No Degree: 0 points (non-compliant) Bachelor's Degree: 10 points Master's Degree: 20 points		
2. Experience in Communications and Information Services project design and/or implementation.	No experience: 0 points (non-compliant) 6 points per year of experience up to a maximum of 30 points.		
3. Experience in Programme Management, ideally working with the NATO Common Funded Capability Delivery Governance Model for capability development and implementation.	No experience: 1 point 3 points per year of experience up to a maximum of 15 points. In CFCDGM: additional 5 points		
4. Experience working in a national defence organization, a multinational organization or, ideally, NATO.	No experience: 1 point 3 points per year of experience up to a maximum of 15 points. In NATO: additional 5 points		
5. Certified qualification in Programme and Project Management (Axelos or similar methodologies).	No: 1 point Yes: 10 points		

## **LABOR CATEGORY #3 - CIVIL – MILITARY LAYERED RESILIENCE ANALYST**

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

**Number of Candidates:** One Candidate

**Period of Performance:**

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

### **1. Background & Scope**

- a. The scope of this statement of work (SoW) is to define the requirements for contracting an analyst in support of SALT's work to deliver the LR WDI.
- b. Within this framework, the contractor will work within SPP/SALT under the directives of the Branch Head (BH), reporting to the Layered Resilience Section Lead, who also will serve as the Contracting Officer Technical Representative (COTR). The contractors will be working in close coordination with the other staff officers, the other branches of SPP and HQ ACT on issues listed above. The contractors' main effort in 2025 will include the development of the NMRRA and LRC for submission to the Military Committee (MC) in Dec 25 and for 2026 will be the development of a LR Implementation Roadmap. The contractors will also help in daily work coordination and collaboration efforts, and other tasks associated with the LR WDI, DZI CE and WDA.

### **2. Tasking**

- a. The contractor will be under the responsibility of the SALT BH and involved in most aspects of SALT work, to include writing reports, coordination of webinars and working groups, and development of numerous products related to Warfare Development and resilience related topics.
- b. The contractor will be assigned to SALT LR Team to support the development and implementation of LR WDI in general, and LRC, NMRRA and Implementation Roadmap in particular.
- c. The Contractor will be required to:
  - (1) Assist in the scoping work related to the LRC on civilian-military resilience developments and the drafting of the civil-Military resilience aspects of the LR PoW;

- (2) Expand on the existing LR Community of Interest (Col).
- (3) Maintaining, designing and curating the LR Col unclassified Transnet page including integrating new and existing content on Civilian Resilience, Disaster Management, and emergency preparedness from other NATO organizations, Academia, think tanks and other international organizations.
- (4) Improve integration of the LR work into existing Cols, Centres of Excellence (CoE), the European Union and other networks relevant to Civilian-Military interaction, emergency preparedness, training, climate and other broad aspects of Civilian Resilience.
- (5) Build ACT and SALT understanding of NATO's Resilience agenda including the work of IS DPP, CEPC and the associated planning groups on Civilian Resilience and Preparedness, Emergency Management and Disaster Response.
- (6) Contribute to the inclusion of civilian aspects of preparedness and resilience in Training and Education efforts within ACT:
  - (a) ACT POC on Resilience in Training for informing further iterations of future courses on JADL, including the Resilience through Civilian Preparedness course managed by the CIMIC and CMDR CoE.
  - (b) Contribute to the development of new JADL courses relevant to the development of LRC objectives.
  - (c) Membership in the Joint Warfare Centre's Resilience in Operational Training and Exercise (RiOLTE) Col. Interfacing with COEs for training and exercise on Civilian Resilience, Civilian-Military Engagement and Interaction, Disaster Management and Response and Emergency Preparedness.
- (7) Cultivate understanding of ongoing civilian efforts to adapt, promote and prepare climate resilience relevant to NATO within Nations and other relevant organizations, including Non-Governmental Organizations (EU, UN, etc.) and Industry. Identify trends for potential areas of future military support of Civilian Preparedness in line with the Seven Baseline Requirements (BLR).
- (8) Develop and expand ACT understanding of the 7 BLRs for Civilian Preparedness and other NATO HQ efforts on Civilian Preparedness and Resilience:

- (a) Maintain touchpoints for the Military Instrument of Power for the 7 BLRs.
  - (b) Contribute to development of NATO's Resilience objectives as agreed by Leaders at annual Summits in the Strengthened Resilience Commitment.
  - (c) Cultivate understanding of common touchpoints for Civilian-Military Resilience across the LRC, NMRRA and the 7 BLRs.
- (9) Attend SALT meetings, both scheduled and unscheduled, at the direction of the BH/DBH. Currently there is one scheduled SALT meeting per week, with impromptu meetings called when required.
- (10) Additionally:
- (a) Provide feedback about their work clearly and concisely;
  - (b) Provide input on NWCC and WDA and offer ideas and related analysis;
  - (c) Understand and shape the NATO's/ACT's strategy and mission;
  - (d) Share ideas with multiple stakeholders and gain alignment from them;
  - (e) Be available to ACT leadership for NWCC/WDA related requirements;
  - (f) Collaborate as required with HQ SACT cross-functional teams to provide strategic thoughts and inputs; Fulfil other specific WDA related tasks directed by SALT BH.
  - (g) Contribute to the development of an exhaustive follow-on report about LR in close coordination with military staff officers and HQ ACT direction;
  - (h) Contribute to strategic planning efforts that satisfy long-term needs of Warfare development;
  - (i) Interpret political, economic, sociocultural, technological and military trends and develop alternatives ways of assessment;
  - (j) Develop plans to materialize long term strategy and analyse development proposals;
  - (k) Conduct research to identify threats and opportunities;

- (l) Construct forecasts and analytical models.

As directed by the COTR, the contractor can be required to travel on official business in support of ACT both within and outside NATO's boundaries for up to 30 days per year or as agreed. The contractor shall be responsible for completing a Contractor Travel Request Form and follow the ACT Financial Manual Chapter 24 – Contractor Travel: (<https://www.act.nato.int/wp-content/uploads/2023/05/afm24.pdf>)

### **3. Essential Qualifications**

- a. The contractor shall have:

- (1) Demonstrated experience in corporate, government, military or academic environment in the analysis of military forces, resilience, posture, planning or operations.
- (2) Demonstrate experience in researching and analysing international relations and security studies, civilian preparedness and disaster management and Civilian- Military engagement and interaction.
- (3) Demonstrated experience in Civilian and Civilian-Military Resilience at military strategic and/or operational levels.
- (4) Demonstrate experience of understanding impacts of Civilian Preparedness and Resilience on Military Resilience at the strategic level.
- (5) Demonstrate experience working at a military headquarters, or similar environment, at staff level on policy development, gap analysis, strategic planning, policy development procedures and associated staff work on the operational and strategic levels of military activities.
- (6) An understanding of Civilian Preparedness and Disaster Response, Civilian-Military Interaction and Engagement within an international organization or governmental organization with a preference of experience working for or with NATO.
- (7) Master's degree or higher in political science, international studies, security studies, emergency preparedness is preferred. Master's degree can be substituted with a Bachelor's degree and appropriate level of experience in fields linked to Civilian Preparedness, Disaster Management and Response, Civilian Resilience or Civilian- Military interdependencies as described above.

b. Personal attributes:

The contractor shall have:

- (1) Ability to build cooperative relationships with academia and governmental partners;
- (2) Capacity to work under general direction within a clear framework of accountability with substantial personal responsibility;
- (3) Ability to effectively multi-task and prioritize in a fast-paced environment;
- (4) Capacity to work effectively as the member of a multinational and multi-disciplinary team;
- (5) Execute a broad range of complex professional or technical work activities in a variety of contexts;
- (6) Ability of disciplined and systematic approach to problem solving;
- (7) Ability for a comprehensive approach based on credible evidence, the most probable counterarguments and risks;
- (8) Excellent ability of using contemporary office tools, including MS office and communications systems;
- (9) Excellent written and oral skills.
- (10) Creative and innovative thinking

## Requirements Matrix

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

### Best Value Criteria for LABOR CATEGORY #3 CIVIL – MILITARY LAYERED RESILIENCE ANALYST

Company Name:

Proposed Candidate Name:

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

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

Item	<p><b>Range</b></p> <p><b>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</b></p> <p><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b></p> <p><b>ANY SCORE OF ZERO IS NONCOMPLIANT UNLESS OTHERWISE STATED</b></p>	<p><b>Page, Paragraph and Line Number</b></p> <p><b>referencing where candidates meet the criteria and how.</b></p>	<p><b>Score</b></p> <p><b>(100 pts possible)</b></p>
<p>1. Demonstrated experience in corporate, government, military or academic environment in the analysis of military forces, resilience, posture, planning or operations.</p>	<ul style="list-style-type: none"> <li>• &lt; 2 years: <b>1-4 points</b></li> <li>• 3-4 years: <b>5-9 points</b></li> <li>• 5-6 years: <b>10-14 points</b></li> <li>• 7 years: <b>15 points</b></li> </ul> <p>Points shall be assigned based on duration, level and relevance of experience.</p>		
<p>2. Demonstrate experience in researching and analysing international relations and security studies, civilian preparedness and disaster management and Civilian-Military engagement and interaction.</p>	<ul style="list-style-type: none"> <li>• &lt; 2 years: <b>1-4 points</b></li> <li>• 3-4 years: <b>5-9 points</b></li> <li>• 5-6 years: <b>10-14 points</b></li> <li>• 7 years: <b>15 points</b></li> </ul> <p>Points shall be assigned based on level and relevance of <del>degree(s)</del> the experience.</p>		
<p>3. Demonstrated experience in Civilian and Civilian-Military Resilience at military strategic and/or operational levels</p>	<ul style="list-style-type: none"> <li>• &lt; 2 years: <b>1-4 points</b></li> <li>• 3-4 years: <b>5-9 points</b></li> <li>• 5-6 years: <b>10-14 points</b></li> <li>• 7 years: <b>15 points</b></li> </ul> <p>Points shall be assigned based on duration, level and relevance of experience.</p>		
<p>4. Demonstrate experience of understanding impacts of Civilian Preparedness and Resilience on Military Resilience at the strategic level.</p>	<ul style="list-style-type: none"> <li>• &lt; 2 years: <b>1-2 points</b></li> <li>• 3-4 years: <b>3-4 points</b></li> <li>• 5-6 years: <b>5-9 points</b></li> <li>• &gt; 7 years: <b>10 points</b></li> </ul> <p>Points shall be assigned based on duration, level and relevance of experience.</p>		



<p>5. Experience working at a military headquarters, or similar environment, at staff level on policy development, gap analysis, strategic planning, policy development procedures and associated staff work on the operational and strategic levels of military activities</p>	<ul style="list-style-type: none"> <li>• <b>No experience: 0 points</b></li> <li>• <b>Military Headquarter Only: 1-4 points</b></li> <li>• National government: <b>5 -9 points</b></li> <li>• International organisation, coalition: <b>10-15 points</b></li> </ul> <p>Points shall be assigned based on duration, level and relevance of experience.</p>		
<p>6. An understanding of Civilian Preparedness and Disaster Response, Civilian-Military Interaction and Engagement within an international organization or governmental organization with a preference of experience working for or with NATO.</p>	<ul style="list-style-type: none"> <li>• &lt; 2 years: <b>1-3 points</b></li> <li>• 3-4 years: <b>4-6 points</b></li> <li>• <del>4-5</del> <b>5-6</b> years: <b>7-9 points</b></li> <li>• 7+ years: <b>9-10-11points</b></li> <li>• NATO experience: <b>+4 points</b></li> </ul> <p>Points shall be assigned based on level and relevance.</p>		
<p>7. Master's degree or higher in political science, international studies, security studies, emergency preparedness.</p> <p><b>(Can be substituted with a bachelor's degree and appropriate level of experience in fields linked to Civilian Preparedness, Disaster Management and Response, Civilian Resilience or Civilian-Military interdependencies)</b></p>	<ul style="list-style-type: none"> <li>• Bachelor's degree or equivalent: <b>1-5 points</b></li> <li>• Master's degree: <b>6-10 points</b></li> <li>• PhD: <b>10-15 points</b></li> </ul>		

## **LABOR CATEGORY #4 - LAYERED RESILIENCE ANALYST**

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

**Number of Candidates:** One Candidate

### **Period of Performance:**

Base Period: 1 January 2025 – 31 December 2025,

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

Option Period Two: 1 January 2027 – 31 December 2027.

### **1. Background and Scope**

- a. The scope of this statement of work (SoW) is to define the requirements for contracting an analyst in support of SALT's work to deliver the LR WDI.
- b. Within this framework, the contractor will work within SPP/SALT under the directives of the Branch Head (BH), reporting to the LR Section Lead, who also will serve as the Contracting Officer Technical Representative (COTR). The contractor will be working in close coordination with the other staff officers, the other branches of SPP and HQ ACT on issues listed above. The contractor's main effort in 2025 will include the development of the NMRRA and LRC for submission to the Military Committee (MC) and, for 2026, the development of a LR Implementation Roadmap. The contractor will also help in daily work coordination and collaboration efforts, and other tasks associated with the LR WDI, DZI CE and WDA.

### **2. Tasking**

- a. The contractor will be under the responsibility of the SALT BH and involved in most aspects of SALT work, to include writing reports, coordination of webinars and working groups, and development of numerous products related to Warfare Development and resilience related topics.
- b. The contractors will be assigned to SALT LR Team to support the development and implementation of LR WDI in general, and the LRC, NMRRA and Implementation Roadmap in particular.
- c. The Contractor will be required to:
  - (1) Assist in the scoping work related to the LRC on military resilience (MR) developments and with the drafting of the MR aspects of the LR PoW;
  - (2) Cultivate a methodological approach to a gap analysis of MR, informing the

development of the NATO NMRRA.

- (3) Improve integration of the LR into existing Col, Centres of Excellence and other networks including delivery of LR into Resilience training courses.
- (4) Build ACT and SALT's understanding of the impacts of Emerging Disruptive Technologies (EDT) for MR.
- (5) Cultivate understanding of MR relevant to the ongoing on climate change in NATO and cognisant of the impacts to the gap analysis.
- (6) Maintaining, designing and curating the MR content on the LR Col unclassified Transnet page.
- (7) Attend weekly SALT meetings, both scheduled and unscheduled, at the direction of the BH. Currently there is one scheduled SALT meeting per week, with impromptu meetings called when required.
- (8) Additionally:
  - (a) Provide feedback about their work clearly and concisely;
  - (b) Provide input on NWCC and WDA and offer ideas and related analysis;
  - (c) Understand and shape the NATO's/ACT's strategy and mission;
  - (d) Share ideas with multiple stakeholders and gain alignment from them;
  - (e) Be available to ACT leadership for WDA related requirements;
  - (f) Collaborate as required with HQ SACT cross-functional teams to provide strategic thoughts and inputs;
  - (g) Fulfil other specific WDA related tasks directed by SALT BH;
  - (h) Contribute to the development of an exhaustive follow-on report about LR in close coordination with military staff officers and HQ ACT direction;
  - (i) Contribute to strategic planning efforts that satisfy long-term needs of Warfare development;
  - (j) Interpret political, economic, sociocultural, technological and military trends and develop alternative ways of assessment;
  - (k) Develop plans to materialize long term strategy and analyse development

proposals;

(l) Conduct research to identify threats and opportunities;

(m) Construct forecasts and analytical models.

As directed by the COTR, the contractor can be required to travel on official business in support of ACT both within and outside NATO's boundaries for up to 30 days per year or as agreed. The contractor shall be responsible for completing a Contractor Travel Request Form and follow the ACT Financial Manual Chapter 24 – Contractor Travel: (<https://www.act.nato.int/wp-content/uploads/2023/05/afm24.pdf>)

### 3. Essential qualifications:

a. Professional qualifications. The contractor shall have:

- (1) Demonstrated experience in corporate, government, military or academic environment in the analysis of military forces, resilience, posture, planning or operations.
- (2) Demonstrate experience in researching and analysing international relations and security studies, civilian preparedness and disaster management and Civilian- Military engagement and interaction.
- (3) Demonstrated experience in Civilian and Civilian-Military Resilience at military strategic and/or operational levels.
- (4) Demonstrate experience of understanding impacts of Civilian Preparedness and Resilience on Military Resilience at the strategic level.
- (5) Demonstrate experience working at a military headquarters, or similar environment, at staff level on policy development, gap analysis, strategic planning, policy development procedures and associated staff work on the operational and strategic levels of military activities.
- (6) An understanding of Civilian Preparedness and Disaster Response, Civilian-Military Interaction and Engagement within an international organization or governmental organization with a preference of experience working for or with NATO.
- (7) Master's degree or higher in political science, international studies, security studies, emergency preparedness is preferred. Master's degree can be substituted with a Bachelor's degree and appropriate level of experience in

fields linked to Civilian Preparedness, Disaster Management and Response, Civilian Resilience or Civilian-Military interdependencies as described above.

b. Personal attributes. The contractor shall have:

- (1) Ability to build cooperative relationships with academia and governmental partners;
- (2) Capacity to work under general direction within a clear framework of accountability with substantial personal responsibility;
- (3) Ability to effectively multi-task and prioritize in a fast-paced environment;
- (4) Capacity to work effectively as the member of a multinational and multi-disciplinary team;
- (5) Execute a broad range of complex professional or technical work activities in a variety of contexts;
- (6) Ability of disciplined and systematic approach to problem solving;
- (7) Ability for a comprehensive approach based on credible evidence, the most probable counterarguments and risks;
- (8) Excellent ability of using contemporary office tools, including MS office and communications systems;
- (9) Excellent written and oral skills.
- (10) Creative and innovative thinking

## 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 to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

### Best Value Criteria for LABOR CATEGORY #4 CIVIL – LAYERED RESILIENCE ANALYST

Company Name:

Proposed Candidate Name:

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

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

Item	<p><b>Range</b></p> <p><b>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</b></p> <p><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT UNLESS OTHERWISE STATED</b></p>	<p><b>Page, Paragraph and Line Number</b></p> <p><b>referencing where candidates meet the criteria and how.</b></p>	<p><b>Score</b></p> <p><b>(100 pts possible)</b></p>
<p>1. Demonstrated experience in corporate, government, military or academic environment in the analysis of military forces, resilience, posture, planning or operations.</p>	<ul style="list-style-type: none"> <li>• &lt; 2 years: <b>1-4 points</b></li> <li>• 3-4 years: <b>5-9 points</b></li> <li>• 5-6 years: <b>10-14 points</b></li> <li>• 7 years: <b>15 points</b></li> </ul> <p>Points shall be assigned based on duration, level and relevance of experience.</p>		
<p>2. Demonstrate experience in researching and analysing international relations and security studies, civilian preparedness and disaster management and Civilian-Military engagement and interaction.</p>	<ul style="list-style-type: none"> <li>• &lt; 2 years: <b>1-4 points</b></li> <li>• 3-4 years: <b>5-9 points</b></li> <li>• 5-6 years: <b>10-14 points</b></li> <li>• 7 years: <b>15 points</b></li> </ul> <p>Points shall be assigned based on level and relevance of <del>degree(s)</del> <b>the experience.</b></p>		
<p>3. Demonstrated experience in Civilian and Civilian-Military Resilience at military strategic and/or operational levels</p>	<ul style="list-style-type: none"> <li>• &lt; 2 years: <b>1-4 points</b></li> <li>• 3-4 years: <b>5-9 points</b></li> <li>• 5-6 years: <b>10-14 points</b></li> <li>• 7 years: <b>15 points</b></li> </ul> <p>Points shall be assigned based on duration, level and relevance of experience.</p>		
<p>4. Demonstrate experience of understanding impacts of Civilian Preparedness and Resilience on Military Resilience at the strategic level.</p>	<ul style="list-style-type: none"> <li>• &lt; 2 years: <b>1-2 points</b></li> <li>• 3-4 years: <b>3-4 points</b></li> <li>• 5-6 years: <b>5-9 points</b></li> <li>• &gt; 7 years: <b>10 points</b></li> </ul> <p>Points shall be assigned based on duration, level and relevance of experience.</p>		

<p>5. Experience working at a military headquarters, or similar environment, at staff level on policy development, gap analysis, strategic planning, policy development procedures and associated staff work on the operational and strategic levels of military activities</p>	<ul style="list-style-type: none"> <li>• <b>No experience: 0 points</b></li> <li>• <b>Military Headquarter Only: 1-4 points</b></li> <li>• National government: <b>5-9 points</b></li> <li>• International organization, coalition: <b>10-15 points</b></li> </ul> <p>Points shall be assigned based on duration, level and relevance of experience.</p>		
<p>6. An understanding of Civilian Preparedness and Disaster Response, Civilian-Military Interaction and Engagement within an international organization or governmental organization with a preference of experience working for or with NATO.</p>	<ul style="list-style-type: none"> <li>• &lt; 2 years: <b>1-3 points</b></li> <li>• 3-4 years: <b>4-6 points</b></li> <li>• <del>4-5</del> <b>5-6</b> years: <b>7-9 points</b></li> <li>• 7+ years: <b>9 10-11 points</b></li> <li>• NATO experience: <b>+4 points</b></li> </ul> <p>Points shall be assigned based on level and relevance.</p>		
<p>7. Master's degree or higher in political science, international studies, security studies, emergency preparedness.</p> <p><b>(Can be substituted with a bachelor's degree and appropriate level of experience in fields linked to Civilian Preparedness, Disaster Management and Response, Civilian Resilience or Civilian-Military interdependencies)</b></p>	<ul style="list-style-type: none"> <li>• Bachelor's degree or equivalent: <b>1-5 points</b></li> <li>• Master's degree: <b>6-10 points</b></li> <li>• PhD: <b>10-15 points</b></li> </ul>		



## **LABOR CATEGORY #5 - CONTRACTOR SUPPORT FOR COMMS BRANCH – SOCIAL MEDIA/DIGITAL PRODUCTION**

**Location:** Norfolk, VA, USA – On-site

**Number of Candidates:** One Candidate

### **Period of Performance:**

Base Period: 1 January 2025 – 31 December 2025,

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

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

Option Period Three: 1 January 2028 – 31 December 2028

### **Tasking:**

1. Deliver the requisite digital products, video and imagery, to inform online audiences on HQ SACT's corporate Social Media channels. Current channels are Facebook, X, YouTube and LinkedIn but other channels, i.e. Instagram, are potential expansions.
2. Engage at all levels within HQ SACT and coordinate with Public Affairs and Corporate Communications in order to:
  - a. Understand and deliver digital communication products against SACT priorities, SACT vision and intent, NATO Communications Strategy, and Command and Communications.
  - b. Create visually stimulating, informed, targeted video products that demonstrate NATO's transformation and HQ SACT's added value to that transformation path.
  - c. Match the video product and length to the value of the message.
  - d. Use of Adobe Suite of Products, with high-level proficiency in Adobe Premiere, Adobe After Effects, Adobe Illustrator, Adobe Animate, Photoshop, Audition, and more.
  - e. Assess reach and engagement on social media posts using these videos.
  - f. Understand and apply social media best practices for video development in order to maximize engagements. Analyse and evaluate performance
  - g. Make evidence-based recommendations for subsequent efforts

3. Attend meetings in order to source appropriate content for the above-mentioned channels and steward branch engagement on Command wide initiatives.
4. Plan content, create posts, optimize content and technology.
5. Create graphics that complement the messaging.

As directed by the COTR, the contractor can be required to travel on official business in support of ACT both within and outside NATO's boundaries for up to 30 days per year or as agreed. The contractor shall be responsible for completing a Contractor Travel Request Form and follow the ACT Financial Manual Chapter 24 – Contractor Travel: (<https://www.act.nato.int/wp-content/uploads/2023/05/afm24.pdf>)

### **Essential Qualifications**

1. A diploma or degree in a relevant field such as digital marketing, animation, moving graphics, film and television production, or similar.
2. The successful candidate will demonstrate the ability to deliver content creation and narrative structure by providing three (3) examples of their OWN video work. **Examples should be located on Google drive and a link provided within the proposal response.**
3. Minimum of 3 years' experience in the field developing visual support for communication campaigns.
4. Working knowledge of media and social platforms.
5. Working knowledge of graphic design.
6. Experience with photo and video production.

## Requirements Matrix

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

### Best Value Criteria for LABOR CATEGORY#5 CONTRACTOR SUPPORT FOR COMMS BRANCH – SOCIAL MEDIA/DIGITAL PRODUCTION

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) 5555 - 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 Adobe Suite of Products and collaborative software		
Minimum of <b>70 Points</b> in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. <b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b>	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. A diploma or degree in a relevant field such as digital marketing, animation, moving graphics, film and television production, or similar.	No Degree or diploma: 0 points  Degree or diploma from relevant field: 1-5 points		
2. The successful candidate will demonstrate the ability to deliver content creation and narrative structure by providing three (3) examples of their OWN video work. <b>Examples located on Google drive and a link provided within the proposal response.</b>	No work submitted: 0  1 example submitted: 1 - 25 Points  2 examples submitted: 26-50 points  3 examples submitted: 51-75 points		
3. Minimum of 3 years' experience in the field developing visual support for communication campaigns.	Less than 2 years: 1 point  2-3 years: 2-3 points  3+ years: 4-5 points		
4. Working knowledge of media and social platforms.	No experience: 0 points  Less than 2 years: 1-2 points  3+ years: 3-5 points		
5. Working knowledge of graphic design.	No experience: 0 points  Less than 2 years: 1-2 points  3+ years: 3-5 points		
6. Experience with photo and video production.	No experience: 0 points  Less than 2 years: 1-2 points 3+ years: 3-5 points		

## **LABOR CATEGORY #6 – CONTRACTOR SUPPORT FOR CVENT EVENT REGISTRATION MANAGER**

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

**Number of Candidates:** One Candidate

### **Period of Performance:**

Base Period: 1 January 2025 – 31 December 2025,

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

Option Period Two: 1 January 2027 – 31 December 2027.

### **Tasking:**

The tasking outlined below is applicable to all events requiring registration management through CVENT as directed by the Branch Head, Strategic Issues and Engagement Branch.

1. Registration Management using CVENT including:
  - a. Developing registration landing pages;
  - b. Developing and testing the registration process, including multiple registration pathways to accommodate all stakeholders as necessary.
  - c. Coordinating with the ACT office of budget and finance to develop an attendee payment solution in CVENT if conference fees are applicable.
  - d. Developing and managing event agendas in CVENT under the direction of the respective event PROJOs.
  - e. Developing and managing the speaker lists for individual events under the direction of the respective PROJOs.
  - f. Managing media and document libraries in CVENT and SharePoint for all events as directed.
  - g. Developing, managing and updating content in Attendee Hub under the direction of the respective event OPRs.
  - h. Managing the registration approvals process in coordination with AOS and Protocol as required.
  - i. Providing direct email support to registrants regarding registration and access/use of the CVENT Event Application.

2. Registration Management not using CVENT:

- a. Administrative support in the planning and execution of strategic engagements in support of the attendee experience.

As directed by the COTR, the contractor can be required to travel on official business in support of ACT both within and outside NATO's boundaries for up to 30 days per year or as agreed. The contractor shall be responsible for completing a Contractor Travel Request Form and follow the ACT Financial Manual Chapter 24 – Contractor Travel: (<https://www.act.nato.int/wp-content/uploads/2023/05/afm24.pdf>)

**Essential Qualifications:**

1. Demonstrated competency as a user and administrator of the CVENT platform and all embedded functionalities.
2. Minimum of two (2) years' experience within the last four (4) years where use of CVENT has been the primary role/duty.
3. Minimum of one (1) year of experience within the last three (3) in SharePoint administration for a large organization, with proven ability to design, setup, and manage SharePoint portals and workflows while complying with organizational processes, practices, and tools.
4. Demonstrated strong organizational, planning, written, and verbal skills.
5. NATO Secret Security Clearance or National equivalent.
6. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.
7. Demonstrated ability to work in large, heterogeneous organizations and teams, being able to solve problems in a group environment.
8. Three years in the last 10 in the field of event management.

~~Desirable Qualifications:~~

- ~~1. Demonstrated ability to work in large, heterogeneous organizations and teams, being able to solve problems in a group environment.~~
- ~~2. Three years in the last 10 in the field of event 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 LABOR CATEGORY #6 CONTRACTOR SUPPORT FOR CVENT EVENT REGISTRATION MANAGER

Company Name:

Proposed Candidate Name:

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

	Compliant	Non-Compliant
Minimum of two 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.		
Fluent in English both written and oral		
Active NATO or National SECRET (or higher) security clearance		
Minimum of <b>25 Points</b> in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation		

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.  Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.  ANY SCORE OF ZERO IS NONCOMPLIANT UNLESS OTHERWISE STATED	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. Proven competency as a user and administrator of the CVENT platform and all embedded functionalities.	<ul style="list-style-type: none"> <li>No competency demonstrated - 0 points</li> <li>User competency only demonstrated - 1 point</li> <li>Basic competency demonstrated as user and administrator – 2-10 points</li> <li>Advanced administrator competency demonstrated – 11-20 points</li> </ul>		
2. Minimum of two (2) years' experience within the last four (4) years where use of CVENT has been the primary role/duty.	<ul style="list-style-type: none"> <li>No experience: non-compliant 0 points</li> <li>Less than two year of experience 1-5 points</li> <li>Two or more years of experience within the last four 6-10 points</li> </ul>		
3. Minimum of one year of experience within the last three in SharePoint administration for a large organization, with proven ability to design, setup, and manage SharePoint portals and workflows while complying with organizational processes, practices, and tools.	<ul style="list-style-type: none"> <li>No experience: non-compliant 0 points</li> <li>Less than one year of experience within the last three in SharePoint administration 1-2 points</li> <li>One year of experience within the last three in SharePoint administration 3 – 10 points</li> </ul>		
4. Demonstrated strong organizational, planning, written, and verbal skills	<ul style="list-style-type: none"> <li>No demonstration/ no background: non-compliant 0 points</li> <li>Demonstrated 1-10 points</li> </ul>		
5. Demonstrated ability to work in large, heterogeneous organizations and teams, being able to solve problems in a group environment.	<ul style="list-style-type: none"> <li>No demonstration/ no background: non-compliant - 0 points</li> <li>Demonstrated 1-10 points</li> </ul>		
6. Three years in the last 10 in the field of event management.	<ul style="list-style-type: none"> <li>No experience: non-compliant - 0 points</li> <li>Less than three years of experience within the last ten years - 1-10 points</li> <li>Three years of experience within the last ten years – 11-20 points</li> <li>Five and more years of experience within the last ten years – 21-40 points</li> </ul>		



## **LABOR CATEGORY #7 – BMD CONTRACTOR SUPPORT TO AIRC2/IAMD BRANCH / BMD SECTION**

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

Number of Candidates: **One Candidate**

Period of Performance:

Base Period: 1 January 2025 – 31 December 2025,

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

Option Period Two: 1 January 2027 – 31 December 2027.

### **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.

As directed by the COTR, the contractor can be required to travel on official business in support of ACT both within and outside NATO's boundaries for up to 30 days per year or as agreed. The contractor shall be responsible for completing a Contractor Travel Request Form and follow the ACT Financial Manual Chapter 24 – Contractor Travel: (<https://www.act.nato.int/wp-content/uploads/2023/05/afm24.pdf>)

### **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:

- a. Minimum 3 years in the last 10 years of experience in the management of NATO/National defence programmes and/or projects;
- b. 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:

- a. Demonstrated working level knowledge with MS Office tools (Outlook, Project, Word, Excel, PowerPoint and SharePoint).
- b. 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 #7 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 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 <b>70 Points</b> in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

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. <b>ANY SCORE OF ZERO IS NONCOMPLIANT</b>	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 – <b>1 point</b> Yes – <b>2-5 points</b>		
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 - <b>0 points</b> 3+ years – <b>1-10 points</b> 5+ years – <b>11-15 points</b>		
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 - <b>0 points</b> 3+ years – <b>1-10 points</b> 5+ years – <b>11-15 points</b>		
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 - <b>0 points</b> 3+ years – <b>1-7 10 points</b> 5+ years – <del>8-10</del> <b>11-15 points</b>		
5. Demonstrated working level knowledge with MS Office tools (Outlook, Project, Word, Excel, PowerPoint and SharePoint).	Basic – <b>1 point</b> Advanced – <b>2-3 points</b> Expert (coding macros) – <b>4-5 points</b>		
6. Availability to travel to any NATO entity within the 30 Nations (valid passport with no travel restrictions to NATO nations).	No – <b>1 point</b> Yes – <b>2-5 points</b>		
7. Experience in supporting & briefing senior leaders/decision makers	No – <b>1 point</b> Yes – <b>2-5 points</b>		

8. Experience in formulating and drafting conceptual documents like visions, concepts, plans, requirements, point papers, thesis, roadmaps etc.	No – <b>1 point</b> Yes – <b>2-5 points</b>		
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 – <b>1 point</b> Yes – <b>2-5 points</b>		
10. Knowledge/experience in C3 capability management in NATO.	No – <b>1 point</b> Yes – <b>2-5 points</b>		
11. Knowledge (certification) on Portfolio Management, MSP, PRINCE 2 and/or Agile or equivalent methodologies for programme/ project management.	No certificate – <b>1 point</b> Foundation – <b>2-3 points</b> Practitioner – <b>4-5 points</b>		
12. Knowledge of the NATO Architecture Framework (NAFv4) methodology and practices.	No – <b>1 point</b> Yes – <b>2-5 points</b>		
13. Working knowledge of Configuration Management methods and practices.	No – <b>1 point</b> Yes – <b>2-5 points</b>		
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 - <b>1 Point</b> 3+ years – <b>2-3 Points</b> 5+ years – <b>1-5 points</b>		

## **LABOR CATEGORY #8 – JUNIOR (DATA SCIENCE) CTR SUPPORT TO PM – ADM CAPABILITY DEVELOPMENT**

**Location:** NORFOLK, VA, USA

**Number of Candidates:** One Candidate

### **Period of Performance:**

Base Period: 1 January 2025 – 31 December 2025

Option Period 1: 1 January – 31 December ~~2025~~ **2026**,

Option Period 2: 1 January - 31 December ~~2026~~ **2027**.

### **Taskings:**

1. Contribute to the activities of the Political Military – Assisted Decision-Making Team.
2. Knowledge of Data models. Evaluates the outcomes, veracity, and performance of data models.
3. Engages with the target user to prototype and refine human computer interfaces to optimize visualization of the relationships between different data entities.
4. Specifies and applies appropriate techniques to clean and properly format data for use.
5. Reviews the benefits and value of techniques and tools and recommends improvements for cleansing and reformatting data.
6. Define/ refine PM-ADM operational, capability, and regulatory requirements.
7. Development of concepts of operation, working with subject matter experts.
8. Construct data strategies in line with the owning organisations approach to collecting, storing, and analysing data;
9. Remain up-to-date with new developments in data science and AI to bring innovative ideas into implementation;
10. Directly supports the Programme Director and travels to meetings and conferences within and outside NATO's boundaries for up to 30 days per year.
11. Performs additional tasks as required by the COTR related to the LABOR category.



As directed by the COTR, the contractor can be required to travel on official business in support of ACT both within and outside NATO's boundaries for up to 30 days per year or as agreed. The contractor shall be responsible for completing a Contractor Travel Request Form and follow the ACT Financial Manual Chapter 24 – Contractor Travel: (<https://www.act.nato.int/wp-content/uploads/2023/05/afm24.pdf>)

## Essential Qualifications

1. A University/ Bachelor's degree in Data/Computer Science. Or exceptionally, 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 within SACT, that is, at least 2 years extensive and progressive expertise in duties related to the function of the post;
2. ~~Minimum of 2 years~~ **Proven** work experience, in the field of Data Science, Data Analyst or similar role.
3. Demonstrate a working knowledge of at least 2 years in of requirements management tools (identify which tools).
4. Demonstrate 2 years knowledge of Capability Development and Management processes.
5. Experience involving the support to data focused operations, such experience should encompass at least 1 skill(s) listed;
  - a. Machine Learning (ML)/ AI knowledge;
  - b. Large Language Models;
6. Working knowledge of Computer System of Systems Architectures;
7. Experience with data science tools to support data analytics and data visualisation;
8. Experience in Project Management and Agile methodologies;
9. Programme Management experience within a complex and dynamic programme environment.
10. Successful engagement with project users and stakeholders at NCIA.

## 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 #8 – JUNIOR (DATA SCIENCE) CTR SUPPORT TO PM – ADM CAPABILITY DEVELOPMENT

Company Name:

Proposed Candidate Name:

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

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

Item	Compliant	Non-Compliant
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 <b>70 Points</b> in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

	<b>Range</b> <b>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</b> <b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b> <b>ANY SCORE OF ZERO IS NONCOMPLIANT</b>	<b>Page, Paragraph and Line Number</b> <b>referencing where candidates meet the criteria and how.</b>	<b>Score (100 pts possible)</b>
1. University/ Bachelor's degree in Data/Computer Science. Or exceptionally, 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 within SACT, that is, at least 2 years extensive and progressive expertise in duties related to the SOW	Yes, Bachelor of Science - 15 Points  Yes, 2+ years prof experiences -10 Points  No - 1 Point		
2. Proven work experience as a Data Scientist, Data Analyst or a similar role in the last two years.	2+ years – 6 - 20 Points  Less than 2 years – 1 - 5 Points		
3. Demonstrate a working knowledge of at least 2 years in the use of requirements management tools (identify which tools).	2+ years – 6 - 20 Points  Less than 2 years – 1 - 5 Points		
4. Experience in Project Management and Agile methodologies.	Yes – 2 - 5 Points  No - 1 Point		
5. Experience involving the support to data focused operations, such experience should encompass at least 1 skill(s) listed;  -Machine Learning (ML)/ AI knowledge.  -Large Language Models.	Yes, 2 skills – 6 - 15 Points  No, 1 skill – 1 - 5 Points  No, no skills - <del>4</del> 0 Point		
6. Proven ability to effectively communicate orally and in writing.	Yes – 2 - 10 Points  No - 1 Point		
7. Demonstrate 2 years knowledge of Capability Development and Management processes	2+ years – 6 - 15 Points  Less than 2 years – 1 - 5 Points		

## **LABOR CATEGORY # 9 - CONTRACTOR SUPPORT FOR TRAINING CAPDEV PERSONNEL IN PROGRAMME MANAGEMENT – PROGRAMME MANAGEMENT OFFICE**

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

**Number of Candidates:** One Candidate

### **Period of Performance:**

Base Period: 1 February 2025 – 31 December 2025

Option Period One: 1 January 2026 – 31 December 2026

**Note: This requirement is pending internal approval and funds availability.**

### **Tasking:**

1. Develop programme team training modules for the relevant Common Funded Governance Model (CFCDGM) stages managed in ACT: Module 1 (Pre-ORS); Module 2 (CRB development); Module 3 (CPP development); Module 4 (Post CPP approval).
2. With the cooperation of relevant experts (Collaboration Site and Info Hub developers, Cost Oversight, Requirements Analysts, etc.), deliver the training modules to the new programme teams (Programme Directors, Project Coordinators, Requirements Managers and other team members) established in ACT to manage emerging CF programmes (mainly as part of the NATO 2030 initiative).
3. Likewise, train new personnel assigned to ongoing CFCD programmes, due to PE 3-year rotation or addition of personnel to teams (Contractors, NIC, etc.).
4. Coordinate with the PMO Best Practice Section the incorporation of lessons learned, updated procedures and best practices to the training modules.
5. Cooperate with the PMO programme coordinators in coaching and mentoring programme teams on a continuous basis.
6. Develop, update and deliver a 3-day CAPDEV Newcomers Orientation course, in cooperation with the Requirements Division and relevant CAPDEV actors, as well with STRATMAN P3 Management.
7. Cooperate with STRATMAN P3 Management in the P3 & Capability delivery course, as well as advise on annual Industry Best Practice Training for HQ SACT.
8. Cooperate with the HR Branch HQ Staff Training coordination to provide CAPDEV cross- functional related training.

9. Within Global Programming, act as the Capability Development Functional Area (ETEE Discipline) SME for the Requirements Authority Representative (PMO Branch Head). Liaise with the Global Programming ETEE Discipline Point of Contact in MDOFD to conduct Training Requirements Analyses and Training Needs Solutions for CFCDGM related training to be developed and delivered in NATO School Oberammergau (NSO) or other Training Facilities.
10. Cooperate with NSO in the development and delivery of training sessions in CFCDGM related courses (RMEP, C3, etc.)
11. Work with Distributed Learning (MDOFD) in the proposal and delivery of CFCDGM related training for the JADL platform.

As directed by the COTR, the contractor can be required to travel on official business in support of ACT both within and outside NATO's boundaries for up to 30 days per year or as agreed. The contractor shall be responsible for completing a Contractor Travel Request Form and follow the ACT Financial Manual Chapter 24 – Contractor Travel: (<https://www.act.nato.int/wp-content/uploads/2023/05/afm24.pdf>)

### **Essential Qualifications**

1. Bachelor's degree (desirable Master's degree) in a related field.
2. At least 3 years of experience in developing and/or leading training, ideally related to NATO Global Programming.
3. Minimum of ~~two~~ 3 years working in a national defence organization, a multinational organization or, ideally, NATO Command or Force Structure.
4. Minimum of 3 years' experience in Programme Management, ideally working with the NATO Common Funded Capability Delivery Governance Model for capability development and implementation.
5. Certified qualification in Programme and Project Management (Axelos or similar methodologies).

## 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 Contractor Support to Training in Programme Management

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 <b>70 Points</b> in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. Bachelor's degree (desirable Master's degree) in a related field.	No Degree: 0 points (non-compliant) Bachelor's Degree: 5 points Master's Degree: 10 points		
2. At least 3 years of experience in developing and/or leading training, ideally related to NATO Global Programming.	Less than 3 years: 0 points (non-compliant) 3 or + years: 1 - 20 Points Experience in Global Programming: additional 5 points.		
3. Minimum of <del>two</del> 3 years working in a national defence organization, a multinational organization or, ideally, NATO Command or Force Structure.	Less than 3 years: 0 points (non-compliant) 3 or + years: 1 – 20 Points Experience in NCS/NFS: additional 5 points.		
4. Minimum of 3 years' experience in Programme Management, ideally working with the NATO Common Funded Capability Delivery Governance Model for capability development and implementation.	Less than 3 years: 0 points (non-compliant) 3 or + years: 1- 20 Points Experience in CFCDGM: additional 10 points.		
5. Certified qualification in Programme and Project Management (Axelos or similar methodologies).	No: 0 points 1 qualification: 5 Points 2 or more qualifications: 10 points		

## **LABOR CATEGORY #10 – ARTIFICIAL INTELLIGENCE INTEGRATOR (FOCUS WARGAMING)**

### **Background**

Data Exploitation and Artificial Intelligence (AI) are essential elements of NATO's digital transformation, enabling faster, data-driven decision-making and operational efficiency. These technologies are crucial for building a more adaptive and responsive NATO, ready to meet the challenges of Multi-Domain Operations (MDO) and a rapidly evolving security landscape. As NATO's command dedicated to future warfare, SACT leads efforts to explore, develop, and integrate latest technologies into military capabilities to transform the Alliance.

NATO has recognized wargaming as a critical enabler for future warfare development. It is essential for planning and decision-making, simulating complex military scenarios to provide strategic, operational, and tactical insights. Allied Command Transformation (ACT) is delivering the wargaming capability for NATO, and it already employs wargaming to understand military challenges and explore new technologies and strategies. ACT aims at refining NATO's understanding and use of wargaming, specifically by integrating AI thus enhancing its capabilities and accelerating AI adoption.

The AI Integrator will be part of the Data Science and AI Team, ACT's new cross-functional and cross-directorate hub for data science, data exploitation and Artificial Intelligence to facilitate collaboration, provide access to resources and expertise, ensuring efficient use of technologies, and seamless integration digital transformation and Multi-Domain Operations (MDO) capability development efforts.

**Number of Candidates:** One Candidate

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

**Note:** This requirement is pending internal approval and funds availability.

### **Period of Performance:**

Base Period: 1 January 2025 – 31 December 2025,

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

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

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

Option Period Four: 1 January 2029 – 31 December 2029

### **Taskings:**

1. As a member of the Data Science & Artificial Intelligence (DSAI) Team, the contractor will contribute to the integration of artificial intelligence in NATO's warfare development



efforts and capability development, in particular wargaming.

2. Collaborate with wargaming experts, in particular in the Experimentation and Wargaming Branch, to identify key areas where AI can enhance wargaming activities, for example (but not limited to) wargaming design, scenario development, analysis, adjudication, support to human teams.
3. Collaborate with members of the DSAI team and other stakeholders at ACT and ACO, as directed, on ongoing initiatives.
4. Support development of a roadmap for the integration of AI into NATO wargaming.
5. Support the integration of traditional AI methods and specifically generative AI (Large Language Models/LLMs) into wargaming, improving, for example, strategic depth, and enhanced execution of wargames.
6. Support scenario development enhancement by developing supplementary pre-briefing materials such as videos and adversary modelling.
7. Implement data collection and analysis methods to extract actionable insights and patterns from wargaming datasets.
8. Develop real-time analytics and visualizations to support decision-making during wargaming simulations, for examples using Power BI.
9. Support human-machine teaming by integrating AI tools that enhance collaboration between human participants and AI systems.
10. Design and conduct experiments to test the effectiveness of AI applications in wargaming scenarios.
11. Document and present findings from AI integration experiments to stakeholders, proposing continuous improvements.
12. Ensure data integrity and security in all AI-related wargaming activities, considering in particular NATO's principles of responsible use for AI and data.
13. Support collaboration with relevant stakeholders to share knowledge and best practices for AI integration.
14. Provide technical guidance and support to wargaming experts who lack a technical background in AI.
15. Develop analytical reports summarizing the results and impact of AI-enhanced

wargaming exercises.

16. Explore, in collaboration with the DSAI team, using AI to automate writing of e.g. after-action reports, and other administrative tasks, using, for example, LLMs, machine learning, and robotic process automation.

17. Coordinate with cross-functional and cross-directorate teams to ensure seamless integration of AI technologies.

18. Create and maintain comprehensive documentation for AI integration processes and methodologies.

19. Participate in workshops, conferences, and meetings to stay updated on the latest AI technologies and their applications in wargaming.

20. Support training development and provision in support of NATO personnel on the use and benefits of AI in wargaming.

21. Participation in relevant workshops and conferences.

22. Willingness to travel to meetings and conferences both within and outside NATO's boundaries for up to 30 days per year.

23. Support other related data science and AI requirements within ACT as needed.

24. Perform additional tasks as required by the COTR related to AI integration.

As directed by the COTR, the contractor can be required to travel on official business in support of ACT both within and outside NATO's boundaries for up to 30 days per year or as agreed. The contractor shall be responsible for completing a Contractor Travel Request Form and follow the ACT Financial Manual Chapter 24 – Contractor Travel: (<https://www.act.nato.int/wp-content/uploads/2023/05/afm24.pdf>)

## **Essential Qualifications**

1. A University degree in Data Science, Machine Learning (ML), Artificial Intelligence (AI), Computer Science, or a related field OR four years minimum professional experience in the area of Data Science, ML, AI within the last 5 years.
2. Minimum of 5 years in the last 8 years working in data science, machine learning, or AI engineering in a professional environment (not including studies).
3. Demonstrated experience (minimum of 3 years in the last 5 years) in integrating AI technologies into practical applications, preferably in simulation or wargaming

contexts.

4. Proficiency in AI and machine learning frameworks and tools such as TensorFlow, PyTorch, scikit-learn, etc.
5. Experience with generative AI models, in particular Large Language Models (LLMs) like GPT-3 or GPT-4.
6. Demonstrated experience (minimum of 3 years in the last 8 years) in data collection, analysis, and visualization using tools such as Python, R, Tableau, or Power BI.
7. Understanding of wargaming principles and methodologies, with a demonstrated ability to apply AI to enhance wargaming scenarios.
8. Knowledge of Multi-Domain Operations (MDO) and military strategic, operational, and tactical planning.
9. Demonstrated experience (minimum of 3 years in the last 5 years) in providing technical guidance and support to teams with varying levels of AI expertise.
10. Ability to communicate effectively complex concepts to non-technical stakeholders.
11. Proven ability to work collaboratively in cross-functional and cross-directorate teams.
12. Experience in managing AI-related projects, including planning, execution, and (analytical) reporting.
13. Demonstrated ability to design and conduct experiments to test AI applications in real-world scenarios.
14. Knowledge of data security principles and best practices, ensuring the integrity and confidentiality of data used in AI applications.

## 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 #10 – ARTIFICIAL INTELLIGENCE INTEGRATOR (FOCUS WARGAMING)**

~~LABOR CATEGORY xx ARTIFICIAL INTELLIGENCE INTEGRATOR (FOCUS WARGAMING)~~

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 <b>70 Points</b> in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 Pts possible)
1. A University degree in Data Science, Machine Learning (ML), Artificial Intelligence (AI), Computer Science, or a related field OR four years minimum professional experience in the area of Data Science, ML, AI within the last 5 years.	<ul style="list-style-type: none"> <li>No Degree and Less than 4 years of Experience: 0 points</li> <li>Four years of Professional Experience: 1-2 point</li> <li>Bachelor's Degree with Experience: 3-5 points</li> <li>Master's Degree with Experience: 6-7 points</li> </ul>		
2. Minimum of 4 5 years in the last 6 8 years working in data science, machine learning, or AI engineering in a professional environment (not including studies).	<ul style="list-style-type: none"> <li>Less than 4 5 years: 0 points</li> <li>5-6 years: 1-4 points</li> <li>6+ years: 5-8 points</li> </ul>		
3. Demonstrated experience (minimum of 3 years in the last 5 years) in integrating AI technologies into practical applications, preferably in simulation or wargaming contexts.	<ul style="list-style-type: none"> <li>Less than 3 years: 1 point</li> <li>3-4 years: 1-4 points</li> <li>5+ years: 5-8 points</li> </ul>		
4. Proficiency in AI and machine learning frameworks and tools such as TensorFlow, PyTorch, scikit-learn, etc.	<ul style="list-style-type: none"> <li>Limited experience (1-2 years): 1-3 points</li> <li>Moderate experience (3-4 years): 4-6 points</li> <li>Extensive experience (5+ years): 7-8 points</li> </ul>		
5. Experience with generative AI models, including Large Language Models (LLMs) like GPT-3 or GPT-4.	<ul style="list-style-type: none"> <li>Limited experience: 1-3 points</li> <li>Moderate experience: 4-6 points</li> <li>Extensive experience: 7-8 points</li> </ul>		
6. Demonstrated experience (minimum of 3 years in the last 8 years) in data collection, analysis, and visualization using tools such as Python, R, Tableau, or Power BI.	<ul style="list-style-type: none"> <li>Less than 3 years: 4 0 point</li> <li>3-4 years: 1-4 points</li> <li>5+ years: 5-8 points</li> </ul>		
7. Understanding of wargaming principles and methodologies, with a demonstrated ability to apply AI to enhance wargaming scenarios.	<ul style="list-style-type: none"> <li>Limited understanding: 1-2 points</li> <li>Moderate understanding: 3-5 points</li> <li>Extensive understanding: 6-8 points</li> </ul>		

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8. Knowledge of Multi-Domain Operations (MDO) and military strategic, operational, and tactical planning.	<ul style="list-style-type: none"> <li>Limited knowledge: 1-2 points</li> <li>Moderate knowledge: 3-5 points</li> <li>Extensive knowledge: 6-7 points</li> </ul>		
9. Demonstrated experience (minimum of 3 years in the last 5 years) in providing technical guidance and support to teams with varying levels of AI expertise.	<ul style="list-style-type: none"> <li>Less than 3 years: 1 point</li> <li>3-4 years: 2-4 points</li> <li>5+ years: 5-7 points</li> </ul>		
10. Ability to communicate effectively complex concepts to non-technical stakeholders.	<ul style="list-style-type: none"> <li>Limited experience: 1 point</li> <li>Moderate experience: 2-4 points</li> <li>Extensive experience: 5-8 points</li> </ul>		
11. Proven ability to work collaboratively in cross-functional and cross-directorate teams.	<ul style="list-style-type: none"> <li>Limited experience: 1-2 points</li> <li>Moderate experience: 3-4 points</li> <li>Extensive experience: 5 points</li> </ul>		
12. Experience in managing AI-related projects, including planning, execution, and (analytical) reporting.	<ul style="list-style-type: none"> <li>Limited experience: 1-2 points</li> <li>Moderate experience: 3-4 points</li> <li>Extensive experience: 5-6 points</li> </ul>		
13. Demonstrated experience to design and conduct experiments to test AI applications in real-world scenarios.	<ul style="list-style-type: none"> <li>Limited experience: 1-2 points</li> <li>Moderate experience: 3-5 points</li> <li>Extensive experience: 6-7 points</li> </ul>		
14. Knowledge of data security principles and best practices, ensuring the integrity and confidentiality of data used in AI applications.	<ul style="list-style-type: none"> <li>Limited knowledge: 1-2 points</li> <li>Moderate knowledge: 3-4 points</li> <li>Extensive knowledge: 5 points</li> </ul>		

## **LABOR CATEGORY #11 – DETERRENCE ANALYSTS**

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

**Number of Candidates:** Two Candidates

**Note:** This requirement is pending internal approval and funds availability.

### **Period of Performance:**

Base Period: 1 January 2025 – 31 December 2025

Option Period One: 1 January 2026 – 31 December 2026

Option Period Two: 1 January 2027 – 31 December 2027.

### **1. Introduction**

- a. Allied Command Transformation (ACT) is NATO's leading agent for change: driving, facilitating, and advocating the continuous improvement of Alliance capabilities to maintain and enhance the military relevance and effectiveness of the Alliance. The main objectives of ACT are; (1) providing appropriate support to NATO missions and operations, (2) leading NATO military transformation, (3) improving relationships, interaction, and (4) practical cooperation with partners, nations, and international organisations. ACT therefore leads Alliance concept development, capability development, training and lessons learned initiatives and provides unfettered military support to policy development within NATO.
- b. The Strategic Plans and Policy (SPP) Directorate and the Deterrence Integrated Project Team is currently focused on the implementation of the NATO Warfighting Capstone Concept (NWCC) and in particular the Influence and Power Projection Warfare Development Imperatives' (WDI) Line of Delivery (LoD), Multi Domain Escalation Dynamics (MDED).

### **2. Background**

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

- b. The MDED LoD looks to guide the Alliance's approach to Deterrence through a set of 'risk informed, adversary informed' guiding principles, including examination of the nexus of the Military and Political Instrument of Power.
- c. Between 2022 to Dec 2024, the main focus has been the Four-Square Deterrence Study (4SQ), which utilised wargaming and academic research to provide evidence around which to develop the framework for a MDED Deterrence Principles Guide. The work in 2025 will be to operationalise the study and develop the framework in order to produce the MDED Deterrence Principles Guide, a document which will inform strategic decision making. Throughout 2025 work will be required to identify and develop an Alliance wide, Deterrence Community of Interest (DCoI) to better cohere the deterrence work of the various NATO entities in order to share lessons, improve efficiency and provide a unified message and consistent military advice. Starting in 2026, SPP Plans and Policy (PLP), including the Deterrence Integrated Project Team (IPT), will take forward work to implement the MDED Deterrence Principles Guide, by integration of 'deterrence' into exercises and through wargaming. As ACT's Deterrence SMEs, the analysts would lead ACT's contribution to pan-Alliance deterrence activity while supporting other ACT branches' activity, in particular Multi Domain Operations (MDO). In order to support ACT leadership and to prepare for engagements on this topic, the analysts will engage externally with the DCoI, including stakeholders across NATO enterprise and with Allies through their national appointed points of contact as well as academia and industry.

### **3. Scope**

- a. The scope is to define the requirements for contracting analysts in support of SPP PLPs work to deliver the MDED LoD.
- b. Within this framework, the contractors will work within SPP PLP/Deterrence IPT under the directives of the Branch Head (BH)/Hd IPT, reporting to the Deterrence IPT Head. A Contracting Officer Technical Representative (COTR) will be assigned. The contractors will be working in close coordination with the other staff officers, the other branches of SPP and HQ ACT on issues listed above. The contractor's main effort in 2025 will be the development of the MDED Deterrence Principles Guide for publication by SACT at the end of 2025 and the identification and development of the DCoI and, for 2026, integration of the MDED Deterrence Principles Guide into the 'business as usual' space through exercises, wargaming and continued academic research and revision of the Guide, based on new insights and stakeholder feedback. The contractors will also help in daily work coordination and collaboration efforts, by provision of the deterrence input to associated SPP and ACT outputs.



#### 4. Taskings

- a. The contractors will be under the responsibility of the SPP PLP/Deterrence IPT Hd and be involved in all aspects of SPP PLP deterrence work, to include writing reports, coordination of webinars, working groups, in particular the DCol, and wargames, editorial ownership of the MDED Deterrence Principles Guide, and development of numerous products related to deterrence related topics.
- b. The contractors will be assigned to SPP PLP/Deterrence IPT to support the development and implementation of MDED LoD but also support other ACT activity/work, where a deterrence input is required.
- c. The Contractor will be required to:
  - (1) Based upon the findings of the 4SQ Study Report and other literature, lead the scoping work related to the development of the MDED Principles Guide.
  - (2) Populate the framework with through in depth, 'risk informed, adversary informed' analysis of deterrence principles, to produce a MDED Deterrence Principles Guide to be used as a document to inform strategic decision making.
  - (3) Improve integration of the deterrence work into existing ACT and Alliance activity through stakeholder engagement and, in particular the identification of and development of a DCol.
  - (4) Develop and deepen ACT and SPP's understanding of deterrence theory and practice against globally diverse strategic challenges, beyond the Euro Atlantic Area.
  - (5) Develop StratCom messaging and methodologies to share deterrence issues, new findings and other relevant information with the DCol and other identified target audiences.
  - (7) Attend weekly SPP PLP and Deterrence IPT meetings, both scheduled and unscheduled, at the direction of the BH/IPT Head. Currently there is one scheduled SPP PLP and one Deterrence IPT meeting per week, with impromptu meetings called when required.
  - (8) Additionally:
    - (a) Provide feedback about their work clearly and concisely;

- (b) Provide input on NWCC and WDA and offer ideas and related analysis;
- (c) Understand and shape the NATO's/ACT's strategy and mission;
- (d) Share ideas with multiple stakeholders and gain alignment from them;
- (e) Be available to ACT leadership for WDA related requirements;
- (f) Collaborate as required with HQ SACT cross-functional teams to provide strategic thoughts and inputs;
- (g) Fulfil other specific WDA related tasks directed by SPP PLP/Deterrence IPT Head.
- (h) Look beyond 2026 to develop further plans to progress deterrence thinking and understanding across the ACT and the Alliance.
- (i) Contribute to strategic planning efforts that satisfy long-term needs of Warfare development;
- (j) Interpret political, economic, sociocultural, technological and military trends and develop alternative ways of assessment;
- (k) Develop plans to materialize long term strategy and analyze development proposals;
- (l) Conduct research to identify threats and opportunities;
- (m) Construct forecasts and analytical models.

As directed by the COTR, the contractor can be required to travel on official business in support of ACT both within and outside NATO's boundaries for up to 30 days per year or as agreed. The contractor shall be responsible for completing a Contractor Travel Request Form and follow the ACT Financial Manual Chapter 24 – Contractor Travel: (<https://www.act.nato.int/wp-content/uploads/2023/05/afm24.pdf>)

## **5. Level of Effort.**

NATO Service hours are 1800 hours annum, 150 hours monthly, 37.5 hours weekly as determined by the COTR.

## **6. Surge Capability**

- a. 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.

- b. 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.

## **7. Place of performance**

- a. SPP PLP/Deterrence IPT requires full time, on-site support. Nevertheless, by exception (e.g. Covid-19 mitigation measures in place), work may be performed remotely from contractor's facility, except for the work on NATO SECRET network.
- b. The decision of working remotely or in HQ will depend on COS, SPP PLP BH/Deterrence IPT Hd's discretion.
- c. Overseas travel, normally within the Euro Atlantic AOR can be expected. It is anticipated this will be for approximately 10% - 20% of the contracted period (equating to approximately 1 week per month).

## **8. Professional qualifications and personal attributes**

This is a LoE contract with a maximum limit or fraction thereof as set forth in the SoW.

- a. Professional qualifications. The contractor shall have:
  - (1) Demonstrated experience in government, military, or academic environment in the analysis of deterrence and defence against threats within and beyond the Euro Atlantic Area, military forces, posture, planning or operations.
  - (2) Demonstrated experience in researching and analysing international relations and security studies, deterrence and defence and the Instruments of Power, with focus on the MloP.

- (3) Demonstrated experience and understanding in the application of deterrence principles and the provision of deterrence advice at the military strategic level and the nexus of Military, Political, Economic and Information Instruments of Power.
- (4) Demonstrate experience working at a military headquarters, or similar environment, at staff level on policy development, gap analysis, strategic planning, policy development procedures and associated staff work on the operational and strategic levels of military activities.
- (5) Master's degree or higher in political science, international studies, security studies, is preferred. Master's degree can be substituted with a bachelor's degree and appropriate level of experience in fields linked to deterrence theory and the formulation of deterrence advice and principles at the military strategic level.

b. Personal attributes. The contractor shall have:

- (1) Ability to build cooperative relationships with academia and governmental partners;
- (2) Capacity to work under general direction within a clear framework of accountability with substantial personal responsibility;
- (3) Ability to effectively multi-task and prioritize in a fast-paced environment;
- (4) Capacity to work effectively as the member of a multinational and multi-disciplinary team;
- (5) Execute a broad range of complex professional or technical work activities in a variety of contexts;
- (6) Ability of disciplined and systematic approach to problem solving;
- (7) Ability for a comprehensive approach based on credible evidence, the most probable counterarguments and risks;
- (8) Excellent ability of using contemporary office tools, including MS office and communications systems;
- (9) Excellent written and oral skills;
- (11) Creative and innovative thinking.

## Requirements Matrix

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

### Best Value Criteria for LABOR CATEGORY 11 CIVIL – DETERRENCE ANALYSTS

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 <b>70 Points</b> in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

Item	<b>Range</b> <b>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</b> <b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b> <b>ANY SCORE OF ZERO IS NONCOMPLIANT UNLESS OTHERWISE STATED</b>	<b>Page, Paragraph and Line Number</b> <b>referencing where candidates meet the criteria and how.</b>	<b>Score</b> <b>(100 pts possible)</b>
1) Demonstrated experience in government, military, or academic environment in the analysis of deterrence and defence against threats within and beyond the Euro Atlantic Area, military forces, posture, planning or operations.	<ul style="list-style-type: none"> <li>• &lt; 2 years: <b>1-4 points</b></li> <li>• 3-4 years: <b>5-8 points</b></li> <li>• 5-6 years: <b>9-12 points</b></li> <li>• 7-9 years: <b>13-16 points</b></li> <li>• 10+ years: <b>17-20 points</b></li> </ul> <p>Points shall be assigned based on duration, level, and relevance of experience.</p>		
2) Demonstrated experience in researching and analysing international relations and security studies, deterrence and defence and the Instruments of Power, with focus on the Military Instrument of Power (MIoP).	<ul style="list-style-type: none"> <li>• &lt; 2 years: <b>1-4 points</b></li> <li>• 3-4 years: <b>5-8 points</b></li> <li>• 5-6 years: <b>9-12 points</b></li> <li>• 7-9 years: <b>13-16 points</b></li> <li>• 10+ years: <b>17-20 points</b></li> </ul> <p>Points shall be assigned based on level and relevance of degree(s).</p>		
3) Demonstrated experience and understanding in the application of deterrence principles and the provision of deterrence advice at the military strategic level and the nexus of Military, Political, Economic and Information Instruments of Power.	<ul style="list-style-type: none"> <li>• &lt; 2 years: <b>1-4 points</b></li> <li>• 3-4 years: <b>5-8 points</b></li> <li>• 5-6 years: <b>9-12 points</b></li> <li>• 7-9 years: <b>13-16 points</b></li> <li>• 10+ years: <b>17-20 points</b></li> </ul> <p>Points shall be assigned based on duration, level, and relevance of experience.</p>		
4) Demonstrate experience working at a military headquarters, or similar environment, at staff level on policy development, gap	<ul style="list-style-type: none"> <li>• No relevant experience: <b>0 points</b></li> <li>• Military organization: <b>1-6 points</b></li> <li>• National government: <b>7-10</b></li> </ul>		

<p>analysis, strategic planning, policy development procedures and associated staff work on the operational and strategic levels of military activities</p>	<p><b>points</b></p> <ul style="list-style-type: none"> <li>• International organization, coalition: <b>11-20 points</b></li> </ul> <p>Points shall be assigned based on duration, level, and relevance of experience.</p>		
<p>5) Master's degree or higher in political science, international studies, security studies, is preferred. Master's degree can be substituted with a bachelor's degree and appropriate level of experience in fields linked to deterrence theory and the formulation of deterrence advice and principles at the military strategic level.</p>	<ul style="list-style-type: none"> <li>• No degree or experience: <b>0 points</b></li> <li>• Relevant experience: <b>1-5 points</b></li> <li>• Bachelor's degree or equivalent: <b>6-10 points</b></li> <li>• Master's degree: <b>11-15 points</b></li> <li>• PhD: <b>16-20 points</b></li> </ul>		