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IFIB-ACT-SACT-25-01 D



NORTH ATLANTIC TREATY ORGANISATION
HEADQUARTERS SUPREME ALLIED COMMANDER TRANSFORMATION
7857 BLANDY ROAD, SUITE 100
NORFOLK, VIRGINIA, 23551-2490

Invitation For International Bidding

IFIB-ACT-SACT-25-01

Part D

Capability Development Management Support (CMDS)

Note: This includes a required revision to previously published LC 19 & 21 only and therefore solicitation response time has been reduced significantly.

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LC#	POSITION TITLE	PRIMARY LOCATION	NUMBER OF CANDIDATES
19	RUSSIA SUBJECT MATTER EXPERT – Re-issued with adjustments	Norfolk, VA	1
21	TERROR ORGANIZATION SUBJECT MATTER EXPERT Re-issued with adjustments	Norfolk, VA	1

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BIDDING INSTRUCTIONS

1. General

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

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 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 **06 Jun 2025**.

b. In lieu of a bidder's conference, HQ SACT invites bidders to submit technical and contractual questions not later than **06 Jun 2025**.

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 **13 Jun 2025, 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 **13 Jun 2025, 0900 hours**, Eastern Standard Time, Norfolk, Virginia, USA.

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

In accordance with HQ SACT General Terms and Conditions – Companies must request approval – in advance of submission – before proposing a candidate currently serving on another HQ SACT contract. Failure to do so will result in non-review of the candidate.

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: hqsact.techproposal@nato.int

Price proposal: hqsact.priceproposal@nato.int

b. E-mail subjects shall include the solicitation information along with company name (for example: IFIB -ACT-SACT-25-01 Part D_Tech_ABC Inc. / IFIB -ACT- SACT-25-01 Part D_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).

DEVIATIONS FROM THIS TECHNICAL /PRICE FACTOR WILL BE ADDRESSED IN THE INDIVIDUAL LABOR CATEGORIES IF APPLICABLE.

- 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 clarify what is offered, interpret 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 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

Margaret Anderson, ACT Contracting Officer, 757-747-3699,
Margaret.anderson@nato.int

Louise Syms, ACT Contracting Support, Email only: Louise.syms@nato.int

Enclosure 1: Proposal Content / Checklist

PROPOSAL CONTENT / CHECKLIST

Table of Contents

- Bidder's name, address, POC, Contact numbers, email address.
- Compliance Statement.
- Past Performance (including References).
- List of Key Personnel.
- Technical Proposal.
- Price Proposal (Excel worksheet – Enclosure 4 - provides mandatory price proposal format)

Enclosure 2: Compliance Statement

COMPLIANCE STATEMENT TO SEALED BID IFIB-ACT-SACT-25-01 (Part D)

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.

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

(If applicable, add another page)

Company: _____

Signature: _____

Name & Title: _____

Date: _____

Company Bid Reference: _____

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

Enclosure 3: Past Performance Information Form

(Company is required to submit minimum of one. 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: _____

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)**

**LABOR CATEGORY #19 – CONTRACTOR SUPPORT TO EXPERIMENT AND WARGAMING BRANCH –
RED TEAM RUSSIAN SME**

Number of Candidates: One Candidate

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

Period of Performance:

Base Period: Contract Award – 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. Serve as the dedicated Subject Matter Expert (SME) on Russia and be consultable on wider Eurasian geopolitical and security affairs, contributing strategic insights to Red Team outputs.
2. Coordinate external Russia-focused expertise supporting ACT and NATO projects, ensuring alignment with the Red Team Tiered Support Structure to leverage knowledge across NATO entities and relevant external organizations, especially when such expertise is unavailable within HQ SACT.
3. Assist in developing, coordinating, and advising on the implementation of Warfare Development Agenda (WDA) Lines of Delivery that address the strategic and operational challenges posed by Russia, with a specific focus on supporting the NATO Warfighting Capstone Concept (NWCC) timeline.
4. Conduct in-depth research and analysis on emerging threats, Russian adversarial strategies, doctrinal evolution, and technological advancements, including EW, AI, and A2/AD, to inform Red Team planning and enhance NATO's decision-making processes.
5. Draft, review, and finalize Red Team reports, strategic analyses, and wargame evaluations, ensuring high-quality, analytically sound deliverables that meet NATO standards and support Alliance transformation efforts.
6. Apply advanced SME-level analytic skills to develop actionable recommendations for a broad range of ACT programs and initiatives involving Russian military behavior, deterrence dynamics, and strategic competition.
7. Provide expert assessments and advice to validate that Russia-related planning inputs are plausible, operationally realistic, and aligned with known doctrine and strategic intent.
8. Offer responsive and timely reach-back support to NATO HQ and ACT Directorates for planning, crisis response, and exercise development activities involving Russian elements.
9. Act as a key liaison between the Red Team and other NATO bodies, facilitating coordination, sharing analytical insights, and ensuring alignment with NATO's broader strategic objectives and intelligence efforts.
10. Deliver specialized operational and analytical support to the Red Team leader and team members, contributing domain expertise and enhancing the overall effectiveness and credibility of Red Team assessments and activities.

11. Develop, curate, and maintain a dynamic repository of Red Team knowledge, including best practices, validated insights, red teaming methodologies, and adversary profiles, to ensure institutional learning and improved strategic foresight.

12. Develop, curate, and maintain a dynamic repository of Red Team knowledge, including best practices, validated insights, red teaming methodologies, and adversary profiles, to ensure institutional learning and improved strategic foresight.

13. Support the development of Red Team personnel by identifying and disseminating emerging trends, adversarial thought processes, critical thinking techniques, and structured red teaming approaches that strengthen the team's cognitive diversity and analytical depth.

Essential Qualifications

1. Nationality of one of the NATO member countries.
2. A Master's Degree in a relevant discipline.
3. Demonstrated experience working with international teams.
4. Demonstrated experience in project management to include complex stakeholder management tasks.
5. Proven ability to communicate effectively, both orally and in writing.
6. Demonstrated research experience in a relevant accredited academic institution or organization, or similar experience, related to the field or expertise.
7. Having lived or worked in the area of concentration if a regional caveat applies.
8. Possess experience in corporate, government or academic environment in analysis concerning international relations security studies, or similar.
9. Published work that demonstrates knowledge of regional political / geopolitical, human, and economical issues.
10. Demonstrated fluency in English.
11. Demonstrated fluency in regional field of expertise (Russia).
12. Understanding of NATO and its unique structure and work environment.
13. Possess experience working in a Strategic Headquarters dealing with complex issues related to Russia.
14. NATO secret clearance or national equivalent.
15. Proficiency in Microsoft Office Suite and other collaborative software as applicable.

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY #19 – CONTRACTOR SUPPORT TO EXPERIMENT AND WARGAMING BRANCH – RED TEAM RUSSIAN SME

Company Name:

Proposed Candidate Name:

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

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

Item	<p align="center">Range</p> <p align="center">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</p>	<p align="center">Page, Paragraph and Line Number</p> <p align="center">referencing where candidates meet the criteria and how.</p>	<p align="center">Score (100 pts possible)</p>
1. A Master’s Degree in a relevant discipline.	<ul style="list-style-type: none"> - No Degree: non-compliant: 0 points - Bachelor’s Degree with Experience: 1 point - Master’s Degree Without experience: 2 points - Master’s Degree with Experience: 5 points 		
2. Demonstrated experience working with international teams.	<ul style="list-style-type: none"> - Less than 5 years (1-2 Points) - 5+ years (3-9 Points) - 10+ years (10 points) 		
3. Demonstrated experience in project management to include complex stakeholder management tasks.	<ul style="list-style-type: none"> - Limited experience (1-2 years with tasks): 1-5 points - Moderate experience (3-4 years with tasks): 6-10 points - Extensive experience (over five years with tasks): 11-15 points 		
4. Proven ability to communicate effectively, both orally and in writing.	<ul style="list-style-type: none"> - Less than 3 years: 0 points - 3-5 years: 1-5 points - Over 5 years: 6-10 points 		
5. Demonstrated research experience in a relevant accredited academic institution or organization, or similar experience, related to the field or expertise.	<ul style="list-style-type: none"> - Less than 3 years: 0 points - 3-5 years: 1-5 points - Over 5 years: 6-10 points 		
6. Having lived or worked in Russia or its former territories.	<ul style="list-style-type: none"> - Yes (5 Points) - No (1 Point) 		
7. Possess experience in corporate, government or academic environment in analysis concerning international relations security studies, or similar.	<ul style="list-style-type: none"> - Less than 2 years: 1 point - 2-5 years: 2-5 points - Over 5 years: 6-10 points 		
8. Published work that demonstrates knowledge of Russian regional political / geopolitical, human, and economical issues.	<ul style="list-style-type: none"> - Yes (5 Points) - No (1 Point) 		
9. Demonstrated fluency in English.	<ul style="list-style-type: none"> - Yes (5 Points) - No (1 Point) 		

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10. Demonstrated fluency is Russian.	- Yes (5 Points) - No (1 Point)		
11. Understanding of NATO and its unique structure and work environment.	- Yes (5 Points) - No (1 Point)		
12. NATO secret clearance or national equivalent.	- Yes (5 Points) - No (1 Point)		
13. Experience in a Strategic Headquarters dealing with complex issues related to Russia.	- Yes (5 Points) - No (1 Point)		
14. Proficiency in Microsoft Office Suite and other collaborative software as applicable.	- Yes (5 Points) - No (1 Point)		

**LABOR CATEGORY #21 – CONTRACTOR SUPPORT TO EXPERIMENT AND WARGAMING BRANCH –
RED TEAM TERROR ORGANIZATION SME**

Number of Candidates: One Candidate

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

Period of Performance:

Base Period: Contract Award – 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. Serve as the dedicated Subject Matter Expert (SME) on Terrorism and be consultable on wider terrorism geopolitical and security affairs, contributing strategic insights to Red Team outputs.
2. Coordinate external, NATO and non-NATO, terrorism-focused expertise supporting ACT and NATO projects and research, ensuring alignment with the Red Team Tiered Support Structure to leverage knowledge across NATO entities and relevant external organizations, especially when such expertise is unavailable within HQ SACT or within NATO. Contributes to outreach and relationship building with relevant research and knowledge centers on terrorism matters relevant to NATO.
3. Assist in developing, coordinating, and advising on the implementation of Warfare Development Agenda (WDA) Lines of Delivery that address the strategic and operational challenges posed by terrorism, with a specific focus on supporting the NATO Warfighting Capstone Concept (NWCC) timeline.
4. Conduct in-depth research and analysis on emerging threats, terrorist thinking, adversarial strategies, doctrinal evolution, and technological advancements, including EW, AI, and A2/AD, to inform Red Team planning and enhance NATO's decision-making processes.
5. Draft, review, and finalize Red Team reports, strategic analyses, and wargame evaluations, ensuring high-quality, analytically sound deliverables that meet NATO standards and support Alliance transformation efforts.
6. Apply advanced SME-level analytic skills to develop actionable recommendations for a broad range of ACT programs and initiatives involving terrorist behavior, deterrence dynamics, and strategic competition.

7. Provide expert assessments and advice to validate that terrorism-related planning inputs are plausible, operationally realistic, and aligned with known doctrine and intent.
8. Offer responsive and timely reach-back support to NATO HQ and ACT Directorates for planning, crisis response, and exercise development activities involving terrorism related strategic elements.
9. Act as a key liaison between the Red Team and other NATO and external bodies, facilitating coordination, sharing analytical insights, and ensuring alignment with NATO's broader strategic objectives and intelligence efforts.
10. Deliver specialized operational and analytical support to the Red Team leader and team members, contributing domain expertise and enhancing the overall effectiveness and credibility of Red Team assessments and activities.
11. Develop, curate, and maintain a dynamic repository of Red Team knowledge, including best practices, validated insights, red teaming methodologies, and adversary profiles, to ensure institutional learning and improved strategic foresight.
12. Support the development of Red Team personnel by identifying and disseminating emerging trends, adversarial thought processes, critical thinking techniques, and structured red teaming approaches that strengthen the team's cognitive diversity and analytical depth.

Essential Qualifications

- Nationality of one of the NATO member countries.
- A Master's Degree in a relevant discipline.
- Demonstrated experience working with international teams.
- Demonstrated experience in project management to include complex stakeholder management tasks.
- Proven ability to communicate effectively, both orally and in writing.
- Demonstrated research experience in a relevant accredited academic institution or organization, or similar experience, related to the field or expertise.
- Having lived or worked in the area of concentration if a regional caveat applies.
- Possess experience in corporate, government or academic environment in analysis concerning international relations security studies, or similar.

- Published work that demonstrates knowledge of regional political / geopolitical, human, and economical issues.
- Demonstrated fluency in English.
- Understanding of NATO and its unique structure and work environment.
- Experience as a field grade officer with a background in counter intelligence or demonstrated counter-terrorism operations
- Possess experience working in a Strategic Headquarters dealing with complex issues related to Terrorism.
- NATO secret clearance or national equivalent.
- Proficiency in Microsoft Office Suite and other collaborative software as applicable.

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY #21 – CONTRACTOR SUPPORT TO EXPERIMENT AND WARGAMING BRANCH – RED TEAM TERROR ORGANIZATION SME

Company Name:

Proposed Candidate Name:

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

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

Item	<p align="center">Range</p> <p align="center">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</p>	<p align="center">Page, Paragraph and Line Number</p> <p align="center">referencing where candidates meet the criteria and how.</p>	<p align="center">Score (100 pts possible)</p>
1. A Master’s Degree in a relevant discipline.	<ul style="list-style-type: none"> - No Degree: non-compliant: 0 points - Bachelor’s Degree with Experience: 1 point - Master’s Degree Without experience: 2 points - Master’s Degree with Experience: 5 points 		
2. Demonstrated experience working with international teams.	<ul style="list-style-type: none"> - Less than 5 years (1-2 Points) - 5+ years (3-9 Points) - 10+ years (10 points) 		
3. Demonstrated experience in project management to include complex stakeholder management tasks.	<ul style="list-style-type: none"> - Limited experience (1-2 years with tasks): 1-5 points - Moderate experience (3-4 years with tasks): 6-10 points - Extensive experience (over five years with tasks): 11-15 points 		
4. Proven ability to communicate effectively, both orally and in writing.	<ul style="list-style-type: none"> - Less than 3 years: 0 points - 3-5 years: 1-5 points - Over 5 years: 6-10 points 		
5. Demonstrated research experience in a relevant accredited academic institution or organization, or similar experience, related to the field or expertise.	<ul style="list-style-type: none"> - Less than 3 years: 0 points - 3-5 years: 1-5 points - Over 5 years: 6-10 points 		
6. Experience as a field grade officer with a background in counter intelligence or demonstrated counter-terrorism operations.	<ul style="list-style-type: none"> - Less than 1 year: (1-2 Points) - 2+ years: 3-9 points - 3+ years: 10 points 		
7. Possess experience in corporate, government or academic environment in analysis concerning counter-terrorism and related studies.	<ul style="list-style-type: none"> - Less than 2 years: 1 point - 2-5 years: 2-5 points - Over 5 years: 6-10 points 		

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8. Published work that demonstrates knowledge of counter-terrorism with varying regional political / geopolitical, human, and economical issues.	- Yes (5 Points) - No (1 Point)		
9. Demonstrated fluency in English.	- Yes (5 Points) - No (1 Point)		
10. Understanding of NATO and its unique structure and work environment.	- Yes (5 Points) - No (1 Point)		
11. NATO secret clearance or national equivalent.	- Yes (5 Points) - No (1 Point)		
12. Experience in a Strategic Headquarters dealing with complex issues related to Terrorism.	- Yes (5 Points) - No (1 Point)		
13. Proficiency in Microsoft Office Suite and other collaborative software as applicable.	- Yes (5 Points) - No (1 Point)		