

NATO UNCLASSIFIED
IFIB-ACT-SACT-25-01 E



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 E

Capability Development Management Support (CDMS)

Amendment 2 (Changes in **Red font)**

NATO UNCLASSIFIED
IFIB-ACT-SACT-25-01 E

LC#	POSITION TITLE	PRIMARY LOCATION	NUMBER OF CANDIDATES
27	STAFF OFFICER MILITARY PARTNERSHIPS	Norfolk, VA, USA (On-site)	5
28	SENIOR MICROSOFT OFFICE 365 / POWER PLATFORM / SHAREPOINT ONLINE DEVELOPER	Norfolk, VA, USA (On-site)	3
29	U.S LIAISON OFFICER TO THE U.S. CONGRESS	Washington D.C. USA (On-site)	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. Vendors from other than participating nations shall be excluded from serving as contractor or sub-contractor.

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 **22 August 2025**.

b. In lieu of a bidder's conference, HQ SACT invites bidders to submit technical and contractual questions not later than **22 August 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 **25 September 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.

Labor Category 29 bid closing date is 02 October 2025, 0900 hours, Eastern Standard Time, Norfolk, Virginia, USA.

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 **25 September 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: hgsact.techproposal@nato.int

Price proposal: hgsact.priceproposal@nato.int

b. E-mail subjects shall include the solicitation information along with company name (for example: IFIB -ACT-SACT-25-01 Part E Tech ABC Inc. / IFIB -ACT- SACT-25-01 Part E 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). Labour category 29 Technical / Price = 80/20 (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. Disputes

Disputes will be settled between the bidder and the Contracting Officer by mutual agreement through negotiation, while respecting and observing NATO regulations and policies.

19. 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.

20. 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

Robert McMaster, ACT Contracting Support, Email only:
robert.mcmaster@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 E)

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: _____

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.

The hours used in the formulas provided are estimated and fixed to ensure that all proposals are being assessed with the same criteria. Contractors should not recalculate the hours anticipated and change the formula to reflect the actual hours expected in the base year. Proposals with this formula adjustment will be reset with the same base value before scoring.

ANNEX A: STATEMENT OF WORK (SOW) FOR CAPABILITY DEVELOPMENT MANAGEMENT SUPPORT (CDMS)

Surge Capability:

A surge capability requirement is included to have a contract vehicle in place should emerging circumstances require a quick and temporary increase in contractor support (LOE or Deliverable) to meet new requirements within the scope of the existing Statement of Work. The Supplier shall be prepared to provide support services per labour category described above. The contractor shall be prepared to evaluate requirements and submit a price proposal for any new in scope requirement for consideration by HQ SACT. Surge proposals will be evaluated by the Contracting Officer for fair and reasonable pricing and should be developed based upon the same pricing structure as the original contract proposal. The rate for surge effort shall not exceed the base/option year rate. Surge requirements will be incorporated by formal contract modification. Requests for pricing are made on a non-committal basis and do not constitute a formal commitment by HQ SACT to contract for additional work; supplier will not be reimbursed costs for preparing price proposals or other related expenses in response to a surge request. HQ SACT surge efforts will not exceed 50% of the annual contract value or 50% of the cumulative contract value. Requests to surge from other organizations outside of HQ SACT are not counted against the HQ SACT when calculating the surge tolerances.

LABOR CATEGORY 27 – MILITARY PARTNERSHIPS SME'S

Number of Candidates: Five (5) Candidates

Location: Norfolk, VA, USA

Period of Performance:

Base Period: Contract Award – 31 December 2025

Option Period One: 1 January 2026 – 31 December 2026

Taskings: *Generic to all candidates*

1. Contribute to the activities of the Partnerships IPT/Branch.
2. Contribute to, develop, and deliver briefings to senior officers and decision makers as it relates to Partnerships.
3. Contribute to and participate in the development of policies, directives and process refinement related to Partnerships.
4. Directly supports the Head of Partnerships IPT/Branch and will be required to travel to meetings and conferences both within and outside NATO's boundaries for up to 30 days per year.
5. Performs additional tasks as required by the COTR related to the LABOR category.

Specific Taskings:

Contractor 27a. (Partner Capabilities)

1. Influence and collaborate with HQ SACT Capability Development Directorate, Partners, NATO HQ, and relevant stakeholders to foster a partners' and NATO cooperation on capability development
2. Support the integration of NATO capability development processes, including the full capability lifecycle, into Partner capability development activities, ensuring coherence with NATO's Defence Planning Process (NDPP) and alignment with NATO standardization policies and doctrine
3. Coordinate ACT inputs on emerging and cross-domain capabilities (including space and cyberspace) into relevant DCB packages, Partner capability plans, and ITPPs to enhance resilience, interoperability, and alignment with NATO strategic priorities
4. Provide input to ACT's strategic foresight and capability gap analysis processes to anticipate and address future Partner needs, while contributing to NATO policy and guidance documents that reflect Partner perspectives and priorities
5. Support the development of Partner capability requirements using doctrine, organization, training, material, leadership, personnel, facilities and interoperability (DOTMLPFI) gap analysis, concepts, wargaming, and experimentation, and contributing contribute to the development and validation of federated interoperability standards, solutions, and exercises
6. Identify and promote innovative, cost-effective, and interoperable partners' capability solutions through engagement with science and technology (S&T) trends, the S&T community, industry, and academia.

Contractor 27b. (Partner Education and Training Coordination)

1. Serve as the liaison officer between NATO Education and Training Facilities (NETFs) and Partner ETFs
2. Support course certification and institutional accreditation of Partner Education and Training Facilities (ETFs).
3. Assist SHAPE PD in its role as the central hub for Partner training requirements and programming of Partner Education, Training, Exercise, and Evaluation (ETEE) activities, utilizing the Partnership Cooperation Menu (PCM) and ePRIME.
4. Conduct front-end analysis of existing training solutions and provides initial assessments and coordination of NATO Centres of Excellence (COEs) and Partnership Training and Education Centres (PTECs) opportunities in support of Military Contribution to Capacity Building (MCCB) efforts as planned by ACO.
5. Advises Partners on training strategies and serving as ACT Point of Contact (POC) for PCM, ePRIME, and eITEP.
6. Support SHAPE PD with MCCB-related course assessments for listed courses, and in the Seat Allocation Process.
7. Serve as the Integrated Security Discipline POC.

Contractor 27c. (Partnerships Concept Development & Analysis)

1. Advise and influence internal stakeholders of the benefits and scope of partnerships, and the identification and exploitation of respective opportunities
2. Support SPP on concept development for strategic engagements and for the annual international Concept Development & Experimentation Conference
3. The primary task coordinator under direction of the COTR for the development and implementation of the NWCC “out-partnering” concept
4. Work collaboratively across ACT and NATO structures, ensuring ACT’s approach to partnership is coherent and best meets the needs of the Alliance and Partner countries
5. Support NATO’s partnerships initiatives, fostering relationships with Partner Nations, coordinating collaborative projects and activities, enhancing interoperability and cooperation between NATO and its partners
6. Provide geopolitical analysis and Key Leader Engagement on NATO PfP countries.

Contractor 27d. (Defence Planning Integration)

1. Advise and influence internal stakeholders of the benefits and scope of partnerships, and the identification and exploitation of respective opportunities.
2. The primary task coordinator under direction of the COTR for ITPP & PARP military integration efforts.
3. Be responsible for interpreting, analysing, reporting, planning and advising on warfare development work or opportunities and how to best connect them to ITPPs.
4. Analyse NATO policy and military-strategic work to develop a military multi-cycle ITPP approach as a tool to influence medium-term transformation through the ITPP.
5. Support the execution of all Steps of the ITPP by providing input and subject matter expertise in the development of all products, supporting documentation, and bi- and multi-lateral engagements.
6. Keep abreast of all NATO defence planning policies and NDPP-related developments to inform the development of ITPP and PARP.

Contractor 27e. (Partnerships Strategy & Policy)

1. Contribute to the drafting of policies, reports and studies on the longer-term perspectives of NATO military partnerships, and on their interaction with NATO’s defence policies and cooperative programmes.
2. Through the analysis and assessment of information received across NATO Enterprise on best practice and lessons learned on partnerships issues, contribute to the further development of related NATO concepts, policies and procedures, including Bi-Sc and ACT directives

3. Identify, within portfolio, ACT Programmes of Work (PoW) that could be opportunities for partners engagement, and partner countries that could contribute to ACT PoW.
4. Provide geopolitical analysis and Key Leader Engagement on PfP countries. Perform the Action Officer (AO) role and/or provide inputs for PfP country-related Bi-SC tasks.
5. Develop processes to implement corporate memory mechanisms for partnerships (including synthesis, documentation, traceability, change management, etc.). This will include providing a quality assurance service with regards to partnerships development activities and to contracting activities across the branch.
6. Develop Information Knowledge Management (IKM) within the Partnerships Branch and execute IKM related tasks.

Essential Qualifications (Generic to all candidates)

1. University postgraduate degree (master's or higher) in international relations, international security, international development, military studies (including military technology or operations research), foreign policy, public affairs, political science, or related discipline; or have attended a NATO or national military staff college (OF-3 level or higher)
2. Experience working in the field of foreign/international security/international cooperation/defence/military affairs
3. Experience working within NATO Enterprise (preferred); or other International Organization (in a defence or Security-related position); or within a national mission, delegation, or embassy to an IO (in a Defence or Security-related position)
4. Demonstrate a working knowledge of: NATO Partnerships; or security sector reform / defence and security capacity building; or defence planning; or military capability development / military applications of operations Research.

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 27 a - e – STAFF OFFICER MILITARY PARTNERSHIPS

Company Name:

Proposed Candidate Name:

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

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

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

Item	<p align="center">Range</p> <p>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT</p>	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
<p>1. University postgraduate degree (master’s or higher) in international relations, international security, international development, military studies (including military technology or operations research), foreign policy, public affairs, political science, or related discipline; or have attended a NATO or national military staff college (OF-3 level or higher)</p>	<ul style="list-style-type: none"> - No Degree; or no staff college: NONCOMPLIANT: 0 points - Bachelor’s degree: 1 point - Master’s degree: 5 points - Staff College (OF3 and above): 5 points - Master’s degree plus Staff College: 10 points - PhD (or equivalent degree > Master’s level): 10 points - PhD plus Staff College: 15 points - War College (OF5, include NDC Rome): 20 points 		
<p>2. Experience working in the field of foreign/international security/international cooperation/defence/military affairs</p>	<ul style="list-style-type: none"> - Up to 3 years: 1-5 Points - 3-9 years: 6-20 Points - 9+ years: 21-25 points 		
<p>3. Experience working within NATO Enterprise (preferred); or other International Organisation (in a Defence or Security-related position); or within a national mission, delegation, or embassy to an IO (in a Defence or Security-related position)</p>	<ul style="list-style-type: none"> - Limited experience (up to 1 year with tasks): 1-5 points - Experience > 1 year (with Tasks) in a proven Defence or Security-related position but in a different setting (<i>i.e.</i>, in government, NGO, Think Tanks, Academia): 1-5 points - Moderate experience (1-3 years with tasks): 6-15 points - High Experience (3-9 years with tasks): 16-25 points - Extensive experience (> 9 years with tasks): 26-30 points 		
<p>4. Demonstrate a working knowledge of: NATO Partnerships; or security sector reform / defence and security capacity building; or defence planning; or military capability development / military applications of operations Research.</p>	<ul style="list-style-type: none"> - No experience: NONCOMPLIANT: 0 point - Limited experience (up to 3 years with tasks): 1-5 points - Moderate experience (3-9 years with tasks): 6-15 points - High Experience (9-15 years with tasks): 16-20 points - Extensive experience (> 15 years with tasks): 21-25 points 		

LABOR CATEGORY 28 – SENIOR MICROSOFT OFFICE 365 / POWER PLATFORM / SHAREPOINT ONLINE DEVELOPER

Number of Candidates: Three (3) candidates for the Base Period; Two (2) full-time candidates for the Option Period 1. One (1) Full time-time candidate for the Option Period 2. The candidates for the option periods must be from the selected candidates for the base period in order to ensure continuity in service quality.

Location: Norfolk, VA, USA, On-site

Period of Performance:

Base Period: Contract Award – 31 December 2025

Option Period One: 1 January 2026 – 30 June 2026

Option Period Two: 01 July 2026 – 31 December 2026

Taskings:

The contractors will report to the Change Management team lead. HQ SACT must have full ownership of all work and deliverables created under this contract. The contractors shall perform the following tasks:

1. Build and support a tool or set of tools using Microsoft 365 applications (e.g., Power Apps) to accelerate HQ administration.
2. Initially focus on building and supporting a robust travel management tool to include TDY travel, home leave travel, children's education travel, and recruitment and separation travel. The broader scope is to include any HQ administrative process where there is a demand for digital transformation, including but not limited to human resources, business management, and legal.
3. A test-phase Desk Booking App, developed using MS 365 Power Apps, is complete and undergoing local testing. Focus on refining the initially developed test Desk Booking App and expand its capabilities to deliver a fully functional, Headquarters-ready solution by the end of 2025.
4. Develop tools that facilitate travel planning, retain historical information about executed travel, and allow leadership to assess travel patterns for military, civilian, and contractor personnel.
5. Deliver a tool by the end of October 2025 to identify, standardize, and integrate HQ annual travel plans for 2026, which will act as the basis for travel requests. This tool should also integrate PDFs and checklists for travel claims.
6. The contractor shall integrate the HQ SACT travel plans into a Power Apps version of the existing travel request tool, currently implemented, using SharePoint Online and Power Automate.
7. Expand the functions of the travel portal to cover support to travel claims and adopt desk booking app support.

8. Develop a process for regularly and automatically informing management about staff travel plans.
9. The contractor shall investigate the feasibility of integrating the travel tool(s) with the NATO Financial System (FinS), which is an Oracle-based ERP system. If deemed viable and approved by NATO stakeholders, support the development and implementation of an API integration.
10. Support for human resources with staff onboarding automation and other processes. This includes:
 - a. Developing a SharePoint tool for civilian oversight and management and enhancing the internal HR library organization.
 - b. Taking over administration and oversight of the HR workforce plan dashboard and its back end, to include embedding budget information.
 - c. Maintaining the existing "Revalidation of allowances" PowerApps solution.
11. Support to the business management and legal with process automation.
12. Provide in-house expertise and support for ongoing development of automated solutions as required.
13. Perform additional tasks as required by the COTR related to the labor category.

Essential Qualifications

1. Minimum of 5 years of proven professional experience in Microsoft software development/DevOps will be accepted in lieu of the degree.
2. Minimum of 3 years in the last 5 in developing solutions across the Microsoft Power Platform suite (Power Apps, Power Automate, Power BI).
3. Demonstrated experience of 3 years in the last 5 in developing and customizing SharePoint Online.
4. Demonstrated experience working on projects that require API integration.
5. Experience working within a constrained and dependencies-heavy network environment, similar to the NATO network
6. Experience in establishing or operating within a Power Platform or intelligent automation governance framework, including environment strategy, security models, and data loss prevention (DLP) policies.

Requirements Matrix

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

Best Value Criteria for LABOUR CATEGORY 28 a - c – SENIOR MICROSOFT OFFICE 365 / POWER PLATFORM / SHAREPOINT ONLINE DEVELOPER

Company Name:

Proposed Candidate Name:

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

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

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

Item	<p align="center">Range</p> <p>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT</p>	<p>Page, Paragraph and Line Number referencing where candidates meet the criteria and how.</p>	<p>Score (100 pts possible)</p>
<p>1. Minimum of 5 years of proven professional experience in Microsoft software development/DevOps will be accepted in lieu of the degree.</p>	<ul style="list-style-type: none"> - Insufficient experience: 0 points Min 5 yrs experience: 5 points - 7 yrs experience or higher: 10 points 		
<p>2. Minimum of 3 years in the last 5 in developing solutions across the Microsoft Power Platform suite (Power Apps, Power Automate, Power BI).</p>	<ul style="list-style-type: none"> - Less than 3 years: 0 points 3-4 years developing in <u>one</u> of the listed Power Platform tools: 1-10 points - 3-4 years developing integrated solutions using <u>two or more</u> of the listed Power Platform tools: 7-20 points - 5+ years developing integrated business solutions using two or more of the listed Power Platform tools: 15-25 points - 5+ years developing integrated business solutions using ALL of the listed Power Platform tools and potentially other Microsoft enterprise tools (e.g. virtual agents, Power Pages, MS Dynamics, MS Fabric): 20-35 points 		
<p>3. Demonstrated experience of 3 years in the last 5 in developing and customizing SharePoint Online.</p>	<ul style="list-style-type: none"> - Less than 3 years: 0 points - 3-4 years: 5-10 points - 5+ years: 11-20 points 		
<p>4. Demonstrated experience working on projects that require API integration.</p>	<ul style="list-style-type: none"> - No: 1 point - Yes: 5 points 		

5. Experience working within a constrained and dependencies-heavy network environment, similar to the NATO network	<ul style="list-style-type: none">- No: 1 point- Experience with strong central policy and governance controls: 5 points- Experience in organizations which have strong security and / or legal frameworks governing policy: 10 points		
6. Experience in establishing or operating within a Power Platform or intelligent automation governance framework, including environment strategy, security models, and data loss prevention (DLP) policies.	<ul style="list-style-type: none">- Limited or no experience: 0 points- <3 years' experience working within such frameworks: 1-10 point- >3 experience operating within such frameworks: 5-15 points- >3 experience in establishing and operating such frameworks: 10-20 points		

LABOR CATEGORY 29 – U.S. LIAISON OFFICER TO THE U.S. CONGRESS

Evaluation Deviation

This Labor Category is subject to a deviation from the above technical/price evaluation factor:

Technical factors / pricing factors rated the following: Technical / Price = 80/20 (Best Value).

Background

The United States Congress plays a central role in shaping U.S. defense and foreign policy, including oversight of the defense budget, authorization of military programs, and appropriations that directly impact NATO's priorities. As NATO's command dedicated to future warfare, Allied Command Transformation (ACT) must closely follow U.S. legislative developments to ensure alignment with NATO's transformation agenda and to anticipate potential political, strategic, and budgetary challenges.

The Liaison Officer to the U.S. Congress will serve as ACT's forward presence in Washington, D.C., representing SACT's interests, monitoring legislative dynamics, and cultivating strong relationships with Members of Congress, staffers, and relevant committees. This position is critical in ensuring NATO's visibility on Capitol Hill, strengthening NATO's network within the U.S. legislative branch, and supporting ACT's efforts to anticipate and adapt to U.S. defense priorities.

Number of Candidates: One Candidate

Location: Washington, D.C., United States (On-site)

Period of Performance:

Base Period: Contract Award – December 2025

Option Period One: 1 January 2026 – 30 June 2026,

Option Period Two: 1 July 2026 – 31 December 2026.

Taskings:

1. Monitor and analyze the U.S. defense budget process, from planning to execution, highlighting implications for NATO.
2. Track ongoing Congressional defense reforms and assess their impact on NATO transformation.
3. Provide strategic reporting on Congressional debates and decisions concerning Ukraine and broader Euro-Atlantic security.
4. Assess budget issues linked to U.S. troop presence in Europe, with specific attention to burden-sharing debates.

5. Analyze the political dynamics of defense-related legislation, identifying key influencers and agendas.
6. Plan and conduct informal engagements (dinners, meetings) with legislators and staffers to promote ACT visibility.
7. Monitor legislative initiatives, hearings, and committee activities with relevance to NATO.
8. Manage relationships with Members of Congress and provide tailored briefings on ACT and NATO priorities.
9. Coordinate with U.S. executive agencies, NATO missions, and Allied embassies to ensure message coherence.
10. Produce regular reports for SACT and POLAD on congressional trends, risks, and opportunities.
11. Support ACT delegations, visits by SACT and Flag Officers, and interactions with Congress.
12. Contribute to NATO's wider engagement strategy with think tanks, academia, and policy communities in Washington.
13. Facilitate ACT's participation in hearings, conferences, and networking events.
14. Perform additional duties as directed by the POLAD in support of NATO's Political-Military engagement.
15. Willingness to travel within the U.S. and to NATO headquarters as required (up to 30 days/year).

Essential Qualifications

1. Proven experience (minimum 2 years) working with or within the U.S. Congress, particularly on defense, appropriations, and foreign policy issues.
2. A proven track record of success in a government relations position, with a demonstrated ability to manage a legislative portfolio, understand and communicate complex policies, and successfully navigate the legislative process.
3. Excellent communication skills, particularly the ability to interface effectively with elected officials, policy makers, key Congressional and federal staff verbally, in writing, and through professional interpersonal skills to inform, educate, and persuade for support of ACT initiatives.
4. Ability to work with and communicate with colleagues in all departments to gather the resources, skills, and expertise necessary to convey NATO ACT's message on Capitol Hill and across administrations.

5. Represent NATO ACT and advocate the organization's policy positions to Congress, the Executive branch, think tanks and other relevant stakeholders.
6. Develop and implement long- and short-term action plans that lead to the accomplishment of NATO ACT's initiatives on innovation, capability development, and other topics as assigned.
7. Establish and maintain positive working relationships with appropriate personnel in assigned Congressional and federal administrative and regulatory agencies through regular contacts. Keep abreast of rulings and rulemaking proceedings and prepare analyses and/or statements on these matters.
8. Strong expertise in defense policy, international security, and Political-Military affairs.
9. In-depth knowledge of the U.S. congressional process, including authorization and appropriations cycles.
10. Demonstrated ability to synthesize complex political and budgetary information into actionable recommendations.
11. U.S. nationality and fluency in English at C1 level or higher.
12. Ability to operate autonomously in a fast-paced environment while contributing to a team-oriented culture.
13. Active U.S. or NATO SECRET (or higher) security clearance.

Desirable Qualifications

1. **Master's Degree (or higher) in Political Science, International Relations, Economics, Law or similar is preferred but Undergraduate Degree with demonstrated Congressional staff experience will be considered.**
2. Familiarity with NATO structures, priorities, and transformation agenda
3. Previous experience in liaison, advisory, or diplomatic roles.
4. Previous experience in the U.S. Department of State or in the U.S. Department of Defense is considered an asset.

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY #29 – LIAISON OFFICER TO THE U.S. CONGRESS

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

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result 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. Master's Degree (or higher) in Political Science, International Relations, Economics, Law or similar.	<ul style="list-style-type: none"> - Less than a Master's Degree: 0 pts - Master's Degree: 1 pt - Higher than a Master's Degree: 2 pts 		
2. Minimum 2 years proven experience working with the U.S. Congress on defense/foreign policy.	<ul style="list-style-type: none"> - No experience: 0 pts - Limited exposure (indirect work, internships): 1-2 pts - ≥ 2 years direct experience: 3-4 pts - ≥ 5 years significant professional experience: 5-6 pts 		
3. Expertise in defense policy, international security, or political-military affairs.	<ul style="list-style-type: none"> - No expertise: 0 pts - General awareness: 1-3 pts - Demonstrated expertise in one field: 4-6 pts - Proven expertise across multiple areas: 7-10 pts - Extensive expertise/publications/advisory roles: 11-15 pts 		
4. In-depth knowledge of the U.S. congressional process (appropriations, authorizations).	<ul style="list-style-type: none"> - No knowledge: 0 pts - Basic understanding: 1-3 pts - Practical knowledge of one cycle: 4-6 pts - Proven experience navigating both cycles: 7-10 pts - Advanced expertise/advisory role: 11-15 pts 		
5. Proven ability to analyze and report on budgetary defense issues relevant to NATO.	<ul style="list-style-type: none"> - No experience: 0 pts - Limited experience: 1-2 pts - Demonstrated ability to report on budget topics: 3-5 pts - Strong record with NATO/Allied relevance: 6-8 pts 		

<p>6. Experience monitoring U.S. policy on Ukraine, Europe, and NATO defense posture.</p>	<ul style="list-style-type: none"> - No experience: 0 pts - General awareness: 1-2 pts - Some monitoring/reporting: 3-4 pts - Strong, consistent track record: 5 pts 		
<p>7. Ability to map and engage with Congressional stakeholders and committees.</p>	<ul style="list-style-type: none"> - No experience: 0 pts - Some exposure: 1-2 pts - Proven ability to identify & engage stakeholders: 3-5 pts - Strong, sustained Congressional networks: 6-8 pts 		
<p>7. Strong oral and written communication skills, including senior non-technical audiences.</p>	<ul style="list-style-type: none"> - Limited experience: 0-1 pt - Effective only with technical peers: 2-4 pts - Proven ability to brief/write for senior audiences: 5-6 pts - Exceptional communicator with policymakers: 7-8 pts 		
<p>8. Demonstrated networking and relationship-building skills with Congress.</p>	<ul style="list-style-type: none"> - No networking experience: 0 pts - Limited/ad hoc contacts: 1-3 pts - Proven ability to maintain relationships: 4-5 pts - Strong, sustained network with Members/staffers: 6-8 pts 		
<p>9. Experience supporting delegations, senior officials, or liaison activities.</p>	<ul style="list-style-type: none"> - No experience: 0 pts - Some protocol/admin support: 1-2 pts - Proven track record with delegations/senior officials: 3-4 pts - Strong experience in high-level liaison: 5 pts 		
<p>10. Familiarity with NATO structures and transformation agenda.</p>	<ul style="list-style-type: none"> - No knowledge: 0 pts - General awareness: 1-2 pts - Demonstrated understanding of structures/processes: 3-4 pts - Direct NATO experience (incl. transformation): 5 pts 		
<p>11. Knowledge of U.S. defense budget processes and political dynamics.</p>	<ul style="list-style-type: none"> - No knowledge: 0 pts - General awareness: 1-3 pts - Demonstrated understanding: 4-6 pts - Strong expertise in budget processes & politics: 7-8 pts 		
<p>12. Demonstrated adaptability and problem-solving in dynamic political environments.</p>	<ul style="list-style-type: none"> - No experience: 0 pts- Limited ability in structured cases: 1-2 pts - Proven problem-solving in dynamic contexts: 3-5 pts - Highly adaptive, record in complex environments: 6-7 pts 		