

# IFIB-ACT-SACT-22-135

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

## **Description of Acquisition**

### **Part 1 Bidding Instructions**

#### **IFIB-ACT-SACT-22-135**

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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.

# IFIB-ACT-SACT-22-135

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1. **General**
2. **Classification**
3. **Definitions**
4. **Eligibility**
5. **Duration of the Contract**
6. **Exemption of Taxes**
7. **Amendment or Cancellations**
8. **Bidder Clarifications**
9. **Bid Closing Date**
10. **Bid Validity**
11. **Contents of Proposal**
12. **Proposal Submission**
13. **Late Proposal**
14. **Bid Withdrawal**
15. **Bid Evaluation**
16. **Proposal Clarifications**
17. **Award**
18. **Communications and Contacts**
19. **Point of Contact**

## **ENCLOSURES:**

1. **Proposal/Content Checklist**
  2. **Address Label**
  3. **Bidder's Contact Information**
  4. **Compliance Statement to Sealed Bid**
  5. **Past Performance Information**
  6. **Mandatory Price Proposal**
  7. **Statement of Work**
- Annex A – Technical Proposal Assessment**

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## PART 1 BIDDING INSTRUCTIONS

### 1. General

This is a Firm Fixed Price Level of Effort contract in accordance the General and Special Terms and Conditions; **Contract Award is contingent upon funding availability; Partial bidding is not allowed.**

### 2. Classification

This IFIB is a NATO UNCLASSIFIED document.

### 3. Definitions

- (a) The “Prospective Bidder”, shall refer to the entity that has completed and returned the Enclosure of the transmittal letter of this IFIB, and 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 Supreme Headquarters Allied Command Transformation.
- (g) The term “ACT” shall refer to Allied Commander Transformation.
- (h) The term “NATO”, shall refer to the North Atlantic Treaty Organisation.
- (i) The term “days” as used in this IFIB shall, unless otherwise stated, be interpreted as meaning calendar days.
- (j) The term “Habitual Residence”, means HQ SACT, Norfolk, Virginia, VA 23511.

### 4. Eligibility

This IFIB is open to companies:

- (a) Established in a North Atlantic Treaty Organisation Alliance member nation.
- (b) Working in the required field of study and legally authorised to operate in the United States of America, at the time of bidding.
- (c) Has performed the desired past performance including size, cost and scope,

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# IFIB-ACT-SACT-22-135

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as described in this IFIB.

## 5. Duration of Contract

- (a) The contract awarded shall be effective upon date of award.
- (b) Period of Performance: Base Period is 1 January 2023 – 31 December 2023.

## 6. Exemption of Taxes

In accordance with the agreements, (Article VIII of the Paris Protocol dated, 25 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, bidders who submitted proposals shall be notified via email from BUDFIN P&C.

## 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. The Contracting Officer must receive such requests for clarification no later than 10 calendar days prior to the bid closing date.
- (b) 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. Oral Interpretations shall not be binding.

## 9. Bid closing date

Bids shall be received at HQ SACT, Purchasing and Contracting Office, no later than **12 December 2022, 0900 hours, Eastern Standard Time, Norfolk,**

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# IFIB-ACT-SACT-22-135

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Virginia, USA. No bids shall be accepted after this time and date.

## 10. Bid Validity

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.

## 11. Content of Proposal

The proposal shall consist of 2 separate single PDF documents (Technical / Price) sent via e-mail as per the instructions. No hard copy proposals are required or will be accepted. E-mailed PDF documents shall be received no later than **12 December 2022, 0900 hours, Eastern Standard Time, Norfolk, Virginia, USA.**

A table of contents for the entire proposal (Checklist provided as Enclosure #1), with:

- (a) The bidder's full name address, Point of Contacts, Telephone, Fax number and Internet site;
- (b) Compliance statement;
- (c) Provision of financial and technical volumes
- (d) Annex A
- (e) Past performance

## 12. Proposal Submission

- (a) Proposals shall be submitted in two separately e-mailed packages, one containing a single PDF document of the Technical volume and one containing a single PDF document of the Price volume. Multiple files that must be pieced together to form the technical proposal will be rejected. The e-mail subject and PDF files shall be clearly marked with the IFIB Solicitation reference number and indicate if it is the Technical or Price Volume.
- (b) Proposal packages must be received by the HQ SACT identified Contracting Officers prior to the 0900 deadline. Delays in receipt due to server processes either at the contractor's facility, HQ SACT or both do not constitute an acceptable delay to the deadline. Contractors should ensure there is sufficient time to transmit proposals and confirm receipt prior to the established deadline.

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## IFIB-ACT-SACT-22-135

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- (c) Price proposals shall be in U.S. Dollar currency. Contractor may request payment post award in alternate currency based on NATO published conversion rate for applicable year. Prices shall be on a Firm Fixed Price Basis and include any relevant discount schedule.
- (d) It is the sole responsibility of the interested company to review any Q & A that may be issued in support of this solicitation, prior to bid submission at [www.act.nato.int/contracting](http://www.act.nato.int/contracting).
- (e) No oral bids or oral modifications or telephonic bids shall be considered.
- (f) It is the ultimate responsibility prior to submission that all proposal submissions are reviewed to ensure they meet the technical 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. Only if it can be unequivocally demonstrated that the late arrival of the bid package was the result of NATO staff negligence (mishandling) shall the bid be considered.

### 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 or facsimile, with attention to the HQ SACT Contracting Officer.

### 15. Bid Evaluation

- (a) The evaluation of bids and determination as to the responsiveness and technical adequacy or technical compliance, of the products or services requested, shall be the responsibility of HQ SACT. Such determinations shall be consistent with the evaluation criteria specified in the IFIB. HQ SACT is not responsible for any content that is not clearly identified in any proposal package.
- (b) Due to the highly technical nature of this requirement, HQ SACT reserves the right to 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 in Annex A.
- (c) Proposals shall be evaluated and awarded based on best overall value to NATO. The following factors are considerations;
  - Successful administrative submission of bid packages and requested documents.

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# IFIB-ACT-SACT-22-135

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- Compliance with mandatory criteria identified on Annex A (Compliant / Non-Compliant)
- Technical factors / pricing factors rated the following: Technical / Price = 70/30.
- Acceptance of HQ SACT General and Special Terms and Conditions.
- Proposals offering a core services provider arrangement including provision of all labour categories with well-qualified key personnel will be considered with priority. Only if a single core services provider solution is unavailable will bids be considered for split award.

## **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 potential areas of non-compliance.

## **17. Award**

HQ SACT intends to award a firm fixed price contract(s) to the Offeror(s) whose proposal(s) represents the best overall value to NATO. Partial Awards are not authorized. HQ SACT will collect information from references provided by the Offeror in regard to its past performance. Contractors must provide authorization to contact references. 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 regards to this IFIB. Such adherence shall ensure Fair and Open Competition with equal consideration and competitive footing leverage to all interested parties.

## **19. Organizational Conflict of Interest**

Organizational conflicts of interest may occur when factors create an actual or potential conflict of interest on an instant contract, or when the nature of the work performed on the instant contract creates an actual or potential conflict of interest on a future acquisition. In the latter case, some restrictions on future activities of the contractor may result.

Contractors must implement a program to monitor, detect, and mitigate/remediate organizational conflicts of interest. While Contracting Officers retain authority to approve mitigation or remediation measures once organizational conflicts of interest

## IFIB-ACT-SACT-22-135

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are identified, the primary burden of detecting, identifying and disclosing organizational conflicts of interest to the contracting officer and proposing suitable mitigation or remediation measures falls on the contractor.

The two underlying principles regarding organizational conflicts of interest are: Preventing the existence of conflicting roles that might bias a contractor's judgment; and Preventing unfair competitive advantage.

An unfair competitive advantage exists where a contractor competing for award of any Federal contract possesses:

Proprietary information that was obtained from a NATO official, staff member, or NATO contractor without proper authorization; or

Information that is relevant to the contract but is not available to all competitors, where such information would assist that contractor in obtaining the contract. Contracting officers and potential bidders shall analyze planned acquisitions in order to:

Identify and evaluate potential organizational conflicts of interest as early in the acquisition process as possible; and

Avoid, neutralize, or mitigate significant potential conflicts before contract award, where possible, or post award when the organizational conflict of interest is not revealed prior to award.

The contracting officer shall award the contract to the apparent successful offeror unless a conflict of interest is determined to exist that cannot be avoided or mitigated. Before determining to withhold award based on conflict of interest considerations, the contracting officer shall notify the contractor, provide the reasons therefor, and allow the contractor a reasonable opportunity to respond. If the contracting officer finds that it is in the best interest of NATO to award the contract notwithstanding a conflict of interest, the Contracting Officer will issue a waiver and disclose the award and the existence of the organizational conflict of interest to the Financial Controller. The waiver request and decision shall be included in the contract file.

Obligations of the Parties.

When a Contractor or Prospective Contractor becomes aware of the existence or potential for an organizational conflict of interest, the Contractor is obligated to disclose the existence, nature, and supporting evidence of the conflict. Contractors or Prospective Contractors will be deemed to be aware of the existence or potential for an organizational conflict of interest when the Contractor or Prospective Contractor actually knows or reasonably should know of the existence of the actual or potential

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## IFIB-ACT-SACT-22-135

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organizational conflict of interest.

If the Contracting Officer becomes reasonably aware that the award of a contract will restrict the contractor's eligibility for future contract work, the Contracting Officer will disclose this fact in writing to the Contractor prior to the award, where practicable, and will permit the Contractor or prospective Contractor 7 days to make an election regarding award, discontinuing performance, or submitting an OCI mitigation plan for the Contracting Officer's approval. The sufficiency of the OCI mitigation plan is in the Contracting Officer's sole discretion.

### **20. Point of Contact Information For Submission:**

[techproposal@act.nato.int](mailto:techproposal@act.nato.int) – Technical Proposal Submission

[priceproposal@act.nato.int](mailto:priceproposal@act.nato.int) – Price Proposal Submission

### **21. Point of Contact is:**

LCDR Brandon Stewart, ACT Contracting Officer 757-747-3977;

[Brandon.Stewart@act.nato.int](mailto:Brandon.Stewart@act.nato.int)

Mrs. Kellie Hagen, ACT Contracting Officer 757-747-4180; [Kellie.Hagen@act.nato.int](mailto:Kellie.Hagen@act.nato.int)

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# IFIB-ACT-SACT-22-135

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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.

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# IFIB-ACT-SACT-22-135

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ENCLOSURE 2

COMPLIANCE STATEMENT TO SEALED BID IFIB-ACT-SACT-22-135

It is hereby stated that our company has read and understands all documentation issued as part of IFIB-ACT-SACT-22-135. Our company proposal submitted in response to the referenced solicitation is fully compliant with the provisions of IFIB-ACT-SACT-22-135 and the intended contract with the following exception(s); such exemptions are considered non-substantial to the HQ SACT solicitation provisions issued.

<u>Clause</u>	<u>Description of Minor Deviation.</u>
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If applicable, add another

page) Company: \_\_\_\_\_ Signature: \_\_\_\_\_

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

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

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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

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## IFIB-ACT-SACT-22-135

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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.

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**Enclosure 3**

*PAST PERFORMANCE INFORMATION FORM*

- (a) Contracting Agency:
- (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

# IFIB-ACT-SACT-22-135

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## Enclosure 4

### *IFIB-ACT-SACT-22-135 SEALED BID PRICE PROPOSAL*

*COMPANY NAME:*     **ABC, Inc**

*ADDRESS:*             **Street,**

**CITY, POST CODE**

**TO:** Chairman of Supreme Allied  
Commander Transformation, (HQ  
SACT)Contracts Award Committee.  
ATTN: LCDR Brandon Stewart  
7857 Blandy Road, Suite 100  
Norfolk, VA 23551

Please verify and acknowledge propriety of above, by duly  
completing signatures below. Authorizing Company Official:

Printed \_\_\_\_\_ Name: \_\_\_\_\_  
Position: \_\_\_\_\_ Title: \_\_\_\_\_

Authorizing Company (Signature): \_\_\_\_\_, Date: \_\_\_\_\_.

*Company name* Witness Official:

Printed \_\_\_\_\_ Name: \_\_\_\_\_  
Position: \_\_\_\_\_ Title: \_\_\_\_\_

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

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# IFIB-ACT-SACT-22-135

## Enclosure 5 (Mandatory Price Proposal Format)

### SEALED BID PRICE PROPOSAL

Please find on behalf of **(Company Name)** to provide HQ SACT with services (collectively referred as "ITEMS"), subject to the provisions, terms and conditions stated in IFIB ACT-SACT-22-135 and the **(Company Name)** Technical proposal", submitted in accordance with solicitation provisions.

Service Area	Base Period 01Jan2023–
<b>HQ SACT</b>	<b>USD</b>
Deliverable #1	\$
Deliverable #2	\$
Deliverable #2b	\$
Deliverable #2c	\$
Deliverable #2d	\$
Deliverable #2e	\$
Deliverable #2f	\$
Deliverable #2g	\$
Deliverable #2h	\$
Deliverable #2i	\$
Deliverable #3	\$

Total Contract Value (Base + Option Periods) \$ \_\_\_\_\_

Please verify and acknowledge propriety of above, by duly completing signatures below.

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**IFIB-ACT-SACT-22-135**

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Authorizing Company Official:

Printed Name: \_\_\_\_\_

Position: \_\_\_\_\_

Title: \_\_\_\_\_

Authorizing Company (Signature): \_\_\_\_\_, Date: \_\_\_\_\_.

Company name Witness Official:

Printed Name: \_\_\_\_\_

Position: \_\_\_\_\_

Title: \_\_\_\_\_

Witness Signature: \_\_\_\_\_, Date \_\_\_\_\_

**NOTE: Proposed rates must be fully “loaded” [G&A, O/H etc.], however they must not include per diem (meals & lodging) and travel. Travel (and related expenses) will not be covered under this contract, but handled separately in accordance with the ACT Financial Manual.**

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## Enclosure 6 (Statement of Work)

### STATEMENT OF WORK (SOW) DEVELOPMENT OF NATO COGNITIVE WARFARE CONCEPT

#### 1. Introduction

The Allied Command Transformation, Strategic Plans and Policy Division, Concept Development (CNDV) Branch was tasked to develop NATO COGNITIVE WARFARE CONCEPT (CWC) and require SME support to complete this task.

#### 2. Background and Scope of Work

From the Cognitive Warfare Exploratory Concept (CWEC) Draft 0.5 problem statement: “**The Whole of Society Problem:** *Our adversaries are targeting the NATO alliance through campaigns to malignly influence the attitudes, decisions and behaviors of individuals, groups and societies. These cognitive attacks are enabled by Emerging and Disruptive Technologies and Sciences. Our adversaries’ aim is to turn our strengths into vulnerabilities that weaken the alliance.*

**The Military Challenge:** *Alliance decision making, mission and forces are vulnerable, both directly and indirectly, to cognitive attacks. The role of the Military instrument in the cognitive dimension is unclear, especially below the threshold of armed conflict. This causes gaps in policy, defence planning and capabilities.”*

CWEC is currently in writing and will be presented for SACT signature in early 2023.

The work in this SOW consists of SME support to refine the CWEC into a Final Concept (CWC) based on D&G, further research, comments from stakeholders (nations, COEs, NCS entities) as well as outcomes of wargames and/or experiments conducted during the course of 2023. The work will consist of research, writing, facilitation of workshops and assisting in wargames and/or experiments. The CWC must be at a mature state (i.e v.0.9) by the end of 2023, as the final concept needs to be socialized with nations and go through Bi-SC approval before summer break 2024.

#### 3. Type of Contract and Period of Performance

**3.1. Type of Contract:** This commercial services contract is a firm fixed price deliverables contract.

**3.2. Period of Performance.** The contract period of performance is from 03 JAN to 31 DEC 2023.

##### 3.2 Surge Capability.

A surge capability requirement is included to have a contract vehicle in place should emerging circumstances require a quick and temporary increase in contractor support (LOE or Deliverable) to meet new requirements within the scope of the existing Statement of Work. The Supplier shall be prepared to provide support services per labour category described above. The contractor shall be prepared to evaluate requirements and submit a price proposal for any new in scope requirement for consideration by HQ SACT. Surge proposals will be evaluated by the Contracting Officer for fair and reasonable pricing and should be developed based upon the same pricing structure as the original contract

proposal. The rate for surge effort shall not exceed the base/option year rate. Surge requirements will be incorporated by formal contract modification. Requests for pricing are made on a non-committal basis and do not constitute a formal commitment by HQ SACT to contract for additional work; supplier will not be reimbursed costs for preparing price proposals or other related expenses in response to a surge request. HQ SACT surge efforts will not exceed 80% of the annual contract value or 80% of the cumulative contract value. Requests to surge from other organisations outside of HQ SACT are not counted against the HQ SACT when calculating the surge tolerances.

## 4. Tasking and Deliverables

### 4.1 Deliverable #1 – Contribution to transform CWEC into CWC (JAN-DEC)

- a. Review#1: Concept review based on comments to CWEC, SACT D&G (APR date TBD); 10 days of non-workshop focused staff planning and coordination with the CNDV Branch Staff, editing additional material and delivery of an updated draft concept v0.5.
- b. Review#2: Concept review based on comments to CWC v0.5, SACT D&G (JUL date TBD); 10 days of non-workshop focused staff planning and coordination with the CNDV Branch Staff, editing additional material and delivery of an updated draft concept v0.7.
- c. Review#3: Concept review based on Comments (provided by ACO, ACT entities) input (NOV date TBD); 10 days of non-workshop focused staff planning and coordination with the CNDV Project Lead, editing additional material and delivery of an updated draft concept v0.9.

### 4.2 Deliverable #2 nine (9) Events (dates TBD)

Additional work required to support the NATO Cognitive Warfare Concept.

- a. CWC Planning meeting (FEB 2023):
  - i. Type of event: Contract Kick-off meeting, Small group planning meeting involving staff work and analysis of SACT tasking regarding CWC as the outcome of Q1 delivery of CWEC.
  - ii. Conduct detailed planning of the year's deliverables.
  - iii. Conduct detailed planning of the year's events.
  - iv. Provide 1 x SME to attend the aforementioned meeting to support CNDV Branch staff. To include two (2) day participation in meeting.
- b. CWC Refinement workshop 1 (TBD / MAR 2023):
  - i. Type of event: Community of Interest (CoI) Workshop (30-60 PAX, (location TBD, likely Europe).
  - ii. Preparation and Facilitation of 3 day in-person workshop with presentations and syndicate work designed to get inputs to the refinement of CWEC towards final CWC.
  - iii. Provide 1 x SME to attend the aforementioned Workshop to support CNDV Branch staff. To include one (1) day of preparation (read-ahead material, presentation), three (3) day participation and facilitation of Workshop, writing in-flight report, two (2) day of post-event work (analysis of outcomes, report)
- c. CWC Writing workshop 1 (TBD / APR 2023):
  - i. Type of event: Small group writing Workshop (5-10 PAX, location TBD).

- ii. Preparation and Facilitation of 3 day in-person workshop to include D&G and results from CWC Refinement workshop 1 in order to progress the maturity of CWC.
- iii. Provide 1 x SME to attend the aforementioned Workshop to support CNDV Branch staff. To include one (1) day of preparation (read-ahead material), three (3) day participation and facilitation of Workshop, writing in-flight report, one (1) day of post-event work (analysis of outcomes)
- d. CWC Validation design workshop (TBD / MAY 2023)
  - i. Type of event: Smaller group SME workshop (10-20 PAX, location TBD)
  - ii. Preparation, Facilitation, SME support to design of validation event (wargame, experiment or other) and work on scenario
  - iii. Provide 1 x SME to attend the aforementioned Workshop to support CNDV Branch staff. To include one (1) day of preparation (read-ahead material, presentation), three (3) day participation and facilitation of Workshop, writing in-flight report, one (1) day of post-event work (analysis of outcomes, report)
- e. CWC Refinement workshop 2 (TBD / JUN 2023):
  - i. Type of event: Col Workshop (30-60 people,(location TBD, but likely in Europe).
  - ii. Preparation and Facilitation of 3 day in-person workshop with presentations and syndicate work designed to get inputs to the refinement of CWEC towards final CWC.
  - iii. Provide 1 x SME to attend the aforementioned Workshop to support CNDV Branch staff. To include one (1) day of preparation (read-ahead material, presentation), three (3) day participation and facilitation of Workshop, writing in-flight report, two (2) day of post-event work (analysis of outcomes, report)
- f. CWC Writing workshop 2 (TBD / JUL 2023):
  - i. Type of event: Small group writing Workshop (5-10 PAX, location TBD).
  - ii. Preparation and Facilitation of 3 day in-person workshop to include D&G and results from CWC Refinement workshop 2 in order to progress the maturity of CWC.
  - iii. Provide 1 x SME to attend the aforementioned Workshop to support CNDV Branch staff. To include one (1) day of preparation (read-ahead material), three (3) day participation and facilitation of Workshop, writing in-flight report, one (1) day of post-event work (analysis of outcomes)
- g. CWC Validation planning workshop (TBD / SEP 2023)
  - i. Type of event: Smaller group SME workshop (10-20 PAX, location TBD)
  - ii. Preparation, Facilitation, SME support to planning of validation event (wargame, experiment or other) and work on scenario, capability cards etc.
  - iii. Provide 1 x SME to attend the aforementioned Workshop to support CNDV Branch staff. To include one (1) day of preparation (read-ahead material, presentation), three (3) day participation in Workshop, writing in-flight report, two (2) day of post-event work (analysis of outcomes, report)

- h. CWC Validation event (TBD / OCT-NOV 2023)
  - i. Type of event: Medium to Large event, depending on solution. From a limited group Simulation, Wargame or Concept Development Assessment Game (CDAG) (10-20 PAX) to part of a larger exercise (Experiment) (50+ PAX) (Location TBD)
  - ii. Preparation, Facilitation, SME support to validation event
  - iii. Provide 1 x SME to attend the aforementioned validation event to support CNDV Branch staff. To include three (3) day of preparation (read-ahead material, presentations, scenario), five (5) day participation and facilitation of validation event, writing in-flight report, two (2) day of post-event work (analysis of outcomes, report)
- i. CWC Writing workshop 3 (TBD / NOV 2023):
  - i. Type of event: Small group writing Workshop (5-10 PAX, location TBD).
  - ii. Preparation and Facilitation of 3 day in-person workshop to include D&G and results from CWC Validation Event in order to progress the maturity of CWC to v0.9 by end of year.
  - iii. Provide 1 x SME to attend the aforementioned Workshop to support CNDV Branch staff. To include one (1) day of preparation (read-ahead material), three (3) day participation and facilitation of Workshop, writing in-flight report, one (1) day of post-event work (analysis of outcomes)

#### 4.3 Deliverable #3 – Contribution to develop Project Close Out documentation

Additional work required to support the NATO Cognitive Warfare Concept. Support CNDV Staff in writing close out documentation in accordance with the CD&E Handbook (DEC date TBD). 5 days of non-workshop focused staff planning and coordination with the CNDV Project Lead, writing, editing additional material and delivery of an close out documentation v0.9

- i. Implementation Proposal
- ii. Lessons Learned Report
- iii. Status report

## 5. Schedule of Delivery

JAN-NOV 2023:	Deliverable#1
FEB 2023	Deliverable#2/a
MAR 2023	Deliverable#2/b
APR 2023	Deliverable#2/c
MAY 2023	Deliverable#2/d
JUN 2023	Deliverable#2/e
JUL 2023	Deliverable#2/f
SEP 2023	Deliverable#2/g
OCT 2023	Deliverable#2/h
NOV 2023	Deliverable#2/i
DEC 2023	Deliverable#3

## 6. Acceptance of Criteria

6.1 Deliverable #1 contains development of three documents, gradually transforming Cognitive Warfare Exploratory Concept (CWEC) first to Draft Cognitive Warfare Concept 0.5 (DCWC 0.5) and further refinement to DCWC 0.7 and DCWC 0.9:

- a. Draft CWC 0.5: Based on the CWEC, with SACT Direction and Guidance, adjudicated comments from selected stakeholders and outcomes from refinement workshop 1. Document contains the main features of the concept; Problem Statement, Central Idea, Supporting Ideas, Vision, Aim, Purpose, and Objectives; Scope including limitations; Military Challenge, Shortfalls, or Deficiencies; Needs Statement, or Rationale for capabilities; History, Current situation, Future Strategic and Operational Context, Missions, or Operational Construct; Description of the problem space, Description of the solution space, Illustrative Use Cases and Scenarios; Linkage or Relevance to NATO Strategic Concept, NATO Military Strategy and subordinate documents, other Strategic Guidance; Necessary Capabilities, Capability Needs, and/or Inferred or Derived Requirements; Conclusions and Assessment to include Recommendations or the Way Ahead; Definitions, Terminology, or Glossary of Terms;
- b. Draft CWC 0.7: evolution, maturation of draft concept 0.5 to include recent Direction and Guidance, adjudicated comments from selected stakeholders, outcomes from refinement workshop 2.
- c. Draft CWC 0.9: evolution, maturation of draft concept 0.7 to include recent Direction and Guidance, adjudicated comments from selected stakeholders, outcomes from validation event.

6.2 The deliverable #2 consists of staff work in coordination with CNDV staff to build agenda and read ahead in advance of events, travel days (TBC), participation, presentation and facilitation during events, and build in-flight reports and final reports after event completion.

6.3 The deliverable #3 consist of development of three project close out documents in coordination with CNDV staff:

- a. Implementation proposal
- b. Lessons learned report
- c. Status report

## 7. Contractor Performance Requirements and Reporting

The Contracting Officer Technical Representative (COTR) is responsible to:

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

7.2 Review and approve all Contractor outputs/products for completeness and accuracy;

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



7.4 The COTR/D-COTR shall receive a letter of appointment from the Contracting officer that describes in detail his/her roles and responsibilities to which he/she shall sign formal acceptance.

## 7.5 Supervision and Reporting

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

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

b. Current or anticipated problems/deficiencies and recommended solution.

c. The COTR may amend the reporting requirements to receive alternate and/or additional data and information on a more frequent or less frequent basis, and may request other reports that detail designated aspects of the work or methods to remedy problems and deficiencies. The Contracting Officer shall receive a minimum of a monthly report, regardless of COTR changes. However, note that the report is NOT a deliverable subject to acceptance.

## 8. Personnel Required for Statement of Work

The Contractor shall have the following experience and qualifications as a minimum. This experience should include knowledge in the following areas:

### 8.1 Experience/Skills

8.1.1 Familiar with the [NATO Concept Development & Experimentation Method](#) Minimum of 5 years of experience in the field of CD&E or comparable experience.

8.1.2 Familiar with the process in integrating the function of scientific operational analysis with military planning, war-game based on scenario data and situations;

8.1.3 Familiar with NATO, 2022 NATO Strategic Concept.

8.1.4 Demonstrated ability to design, support and execute events like war-games, experiment type activities to support the Concept development;

8.1.5 The contractor should have expertise on operations in the Information Environment, Strategic Communications, Psychological Operations;

8.1.6 Demonstrate ability to assess research, analysis, and content across the multitude of technology, concepts and issues involved in the military aspects of Information Warfare;

8.1.7 Administrative and office environment experience including experience with MS Office applications;

### 8.2 Essential requirement

8.2.1 Fluent in English, written and oral;

### 8.3 Education

Minimum Masters degree or similar national academic qualification, or equivalent military education (Command and Staff College level), or 5 years professional experience in conceptual work.

## 9. Time Requirements for Contractor Personnel (if applicable)

Not applicable.

## **10. Proof of Past Performance (optional)**

Participation in previous development activities of the NATO Warfighting Capstone Concept, Cognitive Warfare Concept, Counter Hybrid or Resilience projects is an advantage.

## **11. Place of Performance**

HQ SACT shall serve as the habitual residence for performance under this contract. The Contractor is expected to perform the majority of the required work at HQ SACT in Norfolk, Virginia or in alternate locations as per travel requirements at locations specified by the Contracting Officer's Technical Representative (COTR). It is anticipated that there will be approximately 2 trips per year, for approximately 10 days in duration per trip. NATO travel regulations and reimbursements are covered in Chapter 10 of the approved version of the Allied Command Transformation (ACT) Financial Manual, and are available at: <http://www.act.nato.int/forms-contractor-travel>.

## **12. Required Travel for Personnel Service Contract (if applicable)**

**13.** In general, some travel is anticipated for this contract, and in the event of a requirement for contractor travel, ACT will pay travel and per diem costs in accordance with the NATO Financial Regulations

## **14. Furnished Materials and Services (if applicable)**

Not applicable.

## **15. Physical Security**

**15.1 Personnel Clearances.** NATO Secret or NATO Nation equivalent.

**15.2 Security Conditions.** Contractor must adhere to current security conditions at HQ SACT and other work sites. Contractor personnel shall comply with all the local host nation, NATO security provisions and other policies and procedures, as required.

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

## **16. Security Considerations for the Deliverables (if applicable)**

Not applicable.

# IFIB-ACT-SACT-22-135

## Annex A - Best Value Grading Matrix to STATEMENT OF WORK (SOW) FOR DEVELOPMENT OF NATO MULTI-DOMAIN OPERATION IN URBAN ENVIRONMENT CONCEPT

Contractors' technical proposals will be assessed on the qualifications of the individual(s) proposed to perform the work. Individual résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately demonstrated that they possess the required qualifications. Contractor shall clearly demonstrate proposed individual(s) ability to meet the criteria set forth in this solicitation.

Bidder Name \_\_\_\_\_

Candidates Name \_\_\_\_\_

Each candidate MUST have a separately completed Annex A

SER	ITEM	COMPLIANT	NOT COMPLIANT
1	Proposed candidate is national of NATO Member nation		
2	Proposed candidate has to possess a NATO Secret Security Clearance (personal, not facility)		
3	Possess a Master's degree in political studies, international affairs, security/defense/war studies, or related field of study. Alternatively, completed an equivalent national military education (Command and Staff College or War College )		
SER	CRITERIA	RANGE 1	SCORE COMPLIANT (Out of 100 pts) Comments:
4	Experience with the NATO Concept Development and Experimentation method (CD&E Handbook) or national equivalent.	No experience or familiarity: 0 Familiar with theory and general practical experience <5 years: 5 NATO Practical experience >5 years: 15	
5	Experience with R&D related to the Information Environment and the Cognitive Dimension.	No experience: 0 Practical experience < 5years: 5 Practical experience > 5 years: 15	
6	Demonstrated ability to clearly convey complex subject matter in writing to a general audience.	Limited to basic ability: 0 Published works demonstrated: 20	



## IFIB-ACT-SACT-22-135

7	Demonstrated ability to design, support and organise concept related events (workshops, war games, experiments, etc.).	< 1 year: 0 > 2 years: 10 > 5 years: 20	
8	Expertise on strategic level with hybrid threats, influence operations, and operations in the information environment	Limited to basic knowledge: 0 Theoretical knowledge: 5 Applied knowledge: 15	
9	Demonstrate ability to assess research, analysis, and content across the multitude of technology, concepts and issues involved in hybrid threats, influence operations, and operations in the information environment	< 3 year: 0 > 3 years: 5	
10	Practical experience with PC software (Microsoft Word, PowerPoint, and Excel) including the use of internet for information research.	< 3 year: 0 > 3 years: 5	
11	Demonstrated fluency in English. When not a native English speaker, the individual should fulfill at least SLP 3333 (ref. STANAG 6001) or equivalent English Language tests (TOEIC "Speaking and Writing" or TOEFL or IELTS). Contractor shall provide this certification with their proposal (score assigned based on proposed candidate with the lowest achieved education level).	No certification or insufficient : 0 SLP 3333: 3 Above SLP 3333 or native speaker: 5	
	Max score: 100 points	Score of the candidate:	

\*Bidders shall provide self-evaluation of grading matrix within their technical proposal to include reference to page number/paragraph number/cite reference from within their technical proposal that proves requirement is met. Lack of self-evaluated matrix could lead to a disqualification of bid submittal. Discretion left to CAC board members.

\*\*Grade of zero will result in a non-compliant and disqualification from the bidding process. Discretion left to CAC board members.

### Terms and Conditions

# IFIB-ACT-SACT-22-135

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HQ SACT General Terms & Conditions dated 01/26/2022 apply to this contract and can be reviewed at [www.act.nato.int/contracting](http://www.act.nato.int/contracting) under *Contractor Information*.