

# **IFIB-ACT-SACT-23-01 PART B**



**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-23-01 (PART B)**

## **CAPABILITY DEVELOPMENT MANAGEMENT SUPPORT (CDMS)**

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## BIDDING INSTRUCTIONS

### 1. General

- (a) This is a **Firm Fixed Price level of effort** contract in accordance with the HQ SACT General Terms and Conditions; **Contract Award is contingent upon funding availability; Partial bidding is allowed.**

### 2. Classification

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

### 3. Definitions

- (a) The “Prospective Bidder” shall refer to the entity that has indicated thereon its intention without commitment, to participate in this IFIB.
- (b) The term “Bidder” shall refer to the bidding entity that has completed a bid in response to this IFIB.
- (c) The term “Contractor” shall refer to the bidding entity to whom the contract is awarded.
- (d) The term “Contracting Officer” designates the official who executes this IFIB on behalf of HQ SACT.
- (e) “Contracting Officer’s Technical Representative” or “COTR” is the official who is appointed for the purpose of determining compliance of the successful bid, per the technical specifications.
- (f) The term “HQ SACT” shall refer to Headquarters Supreme Allied Commander Transformation.
- (g) The term “ACT” shall refer to Allied Command Transformation.
- (h) The term “NATO” shall refer to the North Atlantic Treaty Organisation.
- (i) The term “days” as used in this IFIB shall, unless otherwise stated, be interpreted as meaning calendar days.

### 4. Eligibility

- (a) This IFIB is open to governmental or commercial entities:
- (b) Established in a North Atlantic Treaty Organisation Alliance member nation.

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- (c) Working in the required field of study and legally authorised to operate in the United States of America, at the time of bidding.
- (d) Has performed the desired past performance including size, cost and scope, as described in this IFIB.
- (e) **All proposed key personnel on this requirement must be citizens of a NATO member nation.**

### 5. Duration of Contract

- (a) The contract awarded shall be effective upon date of award.
- (b) Period of Performance:
  - 1. Base Period: 1 March 2023 – 31 December 2023,  
Option Period One: 1 January 2024 – 31 December 2024,  
Option Period Two: 1 January 2025 – 31 December 2025,  
Option Period Three: 1 January 2026 – 31 December 2026,  
Option Period Four: 1 January 2027 – 31 December 2027
  - 2. **Each Labor Category will have specific Periods of Performance identified, which can differ from the above dates.**
  - 3. Option periods shall be exercised at the sole discretion of the HQ SACT Contracting Officer, based on satisfactory work performance, availability of funding, and ongoing evolving requirements.

### 6. Exemption of Taxes

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

### 7. Amendment or Cancellation

- (a) HQ SACT reserves the right to amend or delete any one or more of the terms, conditions or provisions of the IFIB prior to the date set for bid closing. A solicitation amendment or amendments shall announce such action.
- (b) HQ SACT reserves the right to cancel, at any time, this IFIB either partially or in its entirety. No legal liability on the part of HQ SACT shall be considered for

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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 **2 January 2023**.
- (b) In lieu of a bidder's conference, HQ SACT invites bidders to submit technical and contractual questions not later than **2 January 2023**.
- (c) Information in response to all inquiries / requests for clarification to a prospective bidder shall be furnished to all prospective bidders at the following link: <http://www.act.nato.int/contracting> as a Question and Answer addendum. All such addendums and any necessary solicitation amendments shall be incorporated into this IFIB. Verbal Interpretations shall not be binding.

### 9. Bid closing date

- (a) Bids shall be received at HQ SACT, Purchasing and Contracting Office, no later than **3 February 2023, 0900 hours, Eastern Daylight Time, Norfolk, Virginia, USA**. No bids shall be accepted after this date and time. **No hard copy proposals will be accepted**. Please see paragraph 12 for more details.

### 10. Bid Validity

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

### 11. Content of Proposal

The proposal shall consist of 2 separate single PDF documents (Technical / Price) sent via e-mail as per the instructions. No hard copy proposals will be accepted. The

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E-mailed PDF documents shall be received no later than **3 February 2023, 0900 hours, Eastern Standard Time, Norfolk, Virginia, USA.**

A table of contents for the entire proposal (See Enclosure #1):

- (a) The bidder's full name, address, Point of Contacts, Telephone, Fax number; Internet site;
- (b) Compliance statement (See Enclosure#2);
- (c) Past performance (See Enclosure#3);
- (d) List of key personnel.
- (e) Provision of technical and price volumes;
- (f) Best Value Compliance matrix (See Annex A to Statement of Work).

### 12. Proposal Submission

- (a) Proposals shall be submitted electronically in a two separate PDF documents, one containing the **Technical Proposal** and one containing the **Price Proposal**, each e-mailed separately to:

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

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

- (b) E-mail subjects shall include the solicitation information along with company name (for example: IFIB -ACT-SACT-23-01\_Part\_B\_Tech\_ABC Inc. / IFIB -ACT-SACT-23-01\_Part\_B\_Price\_ABC Inc.). **Allow sufficient time in your submission should you encounter e-mail size challenges.**
- (c) **Price proposals shall be in U.S. Dollar currency.** Contractor may request payment post award in alternate currency based on agreed conversion rate.
- (d) Prices shall be on a **Firm Fixed Price Basis** and include any relevant discount schedule.
- (e) No verbal bids or verbal modifications or telephonic bids shall be considered.
- (f) It is the ultimate responsibility of a prospective bidder prior to submission that all proposal submissions are reviewed to ensure they meet the technical, contractual and administrative specifications and that offers meet the limitations and expressed conditions.

### 13. Late Proposals



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- (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) A bidder may withdraw their bid up to the date and time specified for bid closing. Such a withdrawal must be completed in writing with attention to the HQ SACT Contracting Officer. As this is a best value evaluation, contractor pricing will be opened and held within the contract file, whether considered or not. A bid withdraw will be annotation on the Contract Award Record.

### 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 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 taking into consideration of the following factors:
  - 1. Successful administrative submission of bid packages as requested in paragraph 11 and as listed in this IFIB.
  - 2. Successful determination of compliance. (Compliant/Non-compliant).
  - 3. Technical factors / pricing factors rated the following: Technical / Price = **70/30 (Best Value Compliant Offer)**.
  - 4. Technical clarifications as determined may be conducted.
  - 5. Acceptance of HQ SACT General Terms and Conditions.

### 16. Proposal Clarifications

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- (a) During the entire evaluation process HQ SACT reserves the right to discuss any bid with the order to clarify what is offered and interpretation of language within the bid, to resolve in potential areas of concern.

### 17. Award

- (a) HQ SACT intends to award a firm fixed price contract(s) to the Offeror(s) whose proposal(s) represents the **Best Value** offer to NATO. **Partial awards are authorized.**
- (b) HQ SACT will collect information from references provided by the Offeror in regard to its past performance. Contractors must provide authorization to contact references.
- (c) HQ SACT reserves the right to negotiate minor deviations to the listed General Terms and Conditions to this IFIB.

### 18. Communications

- (a) All communication related to this IFIB, between a prospective bidder and HQ SACT shall only be through the nominated HQ SACT Contracting Officer. Designated contracting staff shall assist the HQ SACT Contracting Officer in the administrative process. There shall be no contact with other HQ SACT personnel in regards to this IFIB. Such adherence shall ensure Fair and Open Competition with equal consideration and competitive footing leverage to all interested parties.

### 19. Points of Contact:

Magdalena Ornat, ACT Contracting Officer,  
757-747-3150, [Magdalena.Ornat@act.nato.int](mailto:Magdalena.Ornat@act.nato.int)

Catherine Giglio, ACT Contracting Officer,  
757-747-3856, [Catherine.Giglio@act.nato.int](mailto:Catherine.Giglio@act.nato.int)

LCDR Brandon Stewart, ACT Contracting Officer  
757-747-3977, [Brandon.Stewart@act.nato.int](mailto:Brandon.Stewart@act.nato.int)

## Enclosure 1: Proposal Content / Checklist

### PROPOSAL CONTENT / CHECKLIST

#### Table of Contents

- ☐ Bidder's name, address, POC, Contact numbers, email address.
- ☐ Compliance Statement.
- ☐ Past Performance (including References).
- ☐ List of Key Personnel.
- ☐ Technical Proposal.sur
- ☐ Price Proposal.

## Enclosure 2: Compliance Statement

### **COMPLIANCE STATEMENT TO SEALED BID IFIB-ACT-SACT-23-01 (Part B)**

It is hereby stated that our company has read and understands all documentation issued as part of IFIB-ACT-SACT-23-01 (PART B). Our company proposal submitted in response to the referenced solicitation is fully compliant with the provisions of IFIB-ACT-SACT-23-01 (PART B) 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 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.)**

**PAST PERFORMANCE INFORMATION FORM**

- (a) Contracting Entity:
- (b) Contract No:
- (c) Type of Contract (Firm Fixed Price, IDIQ, Requirements):
- (d) Title of Contract:
- (e) Description of Work Performance and Relevance to Current Acquisition (Type of facility, capacity, estimated patronage, summary of staff used):
- (f) Contract Dollar Amount:
- (g) Period of Performance:
- (h) Name, Address, Fax and Telephone No. of Reference:
- (i) Indicate Whether Reference Acted as Prime or Sub-contractor:
- (j) Comments regarding compliance with contract terms and conditions:
- (k) Complete Contact Information for client:
- (l) Permission to contact client for reference: Yes/ No

Name/Signature of Authorized Company Official

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.

## Price Volume

**SEALED BID PRICE PROPOSAL: Bidders shall only submit the number of candidates requested within each Labor Category (i.e. if three candidates are identified in one Labor Category, then the company shall submit no more than three candidates for that Labor Category.)**

**SUBJECT: IFIB-ACT-SACT-23-01 (PART B)**

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.

**SUBJECT: IFIB-ACT-SACT-23-01 (PART B) Sealed Bid Price Proposal**

Please find on behalf of **Insert: Company Name** to provide HQ SACT with services (collectively referred as “ITEMS”), subject to the provisions, terms and conditions stated in IFIB ACT-SACT-23-01 (PART B) and the “**Insert : Company Name** Technical proposal”, submitted in accordance with solicitation provisions.

LABOR Category (LC) (Location) ESTIMATED START DATE 202X	BASE PERIOD: 1 Mar – 31 Dec 2023 (1500 hours/ LC)	OPTION PERIOD 1: 1 JAN – 31 DEC 2024 (1800 hours/LC)	OPTION PERIOD 2: 1 JAN – 31 DEC 2025 (1800 hours/LC)	OPTION PERIOD 3: 1 JAN – 31 DEC 2026 (1800 hours/LC)	OPTION PERIOD 4: 1 JAN – 31 DEC 2027 (1800 hours/LC)	Total of Base + Options
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	<b>*Start date is specified within each category.</b>					
LABOR CATEGORY 20– SENIOR CONTRACTOR SUPPORT TO REQUIREMENTS MANAGEMENT (PLEASE NOTE THE TWO SEPARATE START DATES) (MONS, BEL)(ON-SITE) *CANDIDATE 2-START DATE IS 1JUL2023* **900 Hours Base Period for Candidate 2**	<b>Candidate # 1:</b> 1800 hrs (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> 900 hrs (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	\$
LABOR CATEGORY 33 SENIOR CONTRACTOR SUPPORT TO CONCEPT DEVELOPMENT – JOINT OPERATIONAL C2 (NORFOLK, VA, USA) (ONE CANDIDATE) *CANDIDATE START DATE IS 1SEP2023 * **600 Hours Base Period**	Candidate # 1: 600 hrs HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	\$
LABOR CATEGORY 34 SENIOR CONTRACTOR SUPPORT TO COMMUNICATION INFORMATION SYSTEM (NORFOLK, VA, USA) (ONE CANDIDATE)	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	\$
LABOR CATEGORY 35 SYSTEMS ANALYST (NORFOLK, VA, USA)(ON- SITE)	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	\$
LABOR CATEGORY 36 DIGITAL TRANSFORMATION ENTERPRISE ARCHITECT (NORFOLK, VA, USA)(ON- SITE)	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	\$
LABOR CATEGORY 37 CONTRACTOR SUPPORT TO NATO NUCLEAR COMMAND & CONTROL (NC2) CAPABILITY	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	\$

# IFIB-ACT-SACT-23-01

PROGRAMME DEVELOPMENT, IMPLEMENTATION AND MANAGEMENT (MONS, BELGIUM) ONE CONTRACTOR)						
LABOR CATEGORY 38 – NSD-S HUB POC ANALYST JFC-NP (NAPLES, ITALY)(ON-SITE)	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	\$
LABOR CATEGORY 39 – NSD-S HUB POC TRANSFORMATIONAL ANALYST (NORFOLK, VA, USA)(ON-SITE)	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	\$
LABOR CATEGORY 40 SENIOR CONTRACTOR SUPPORT TO DEFENCE PLANNING – DATA BASE CONTENT ANALYSIS AND PROCESSING (NORFOLK, VA, USA)(ON-SITE)	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	\$

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: -----, Date -----

# STATEMENT OF WORK (SOW)

## FOR

### CAPABILITY DEVELOPMENT MANAGEMENT SUPPORT (CDMS) (PART B)

#### 1. Introduction

**Allied Command Transformation (ACT)** is NATO's leading agent for change: driving, facilitating, and advocating the continuous improvement of Alliance capabilities to maintain and enhance the military relevance and effectiveness of the Alliance. The main objectives of ACT are: providing appropriate support to NATO missions and operations; leading NATO military transformation; improving relationships, interaction and practical cooperation with partners, nations and international organisations. ACT therefore leads Alliance concept development, capability development, training and lessons learned initiatives and provides unfettered military support to policy development within NATO.

**DCOS Capability Development (CAPDEV)** acts as the Supreme Allied Commander Transformation's Director for guidance, direction and co-ordination of the activities and resources of the Capability Development Directorate. CAPDEV is responsible to:

Identify and prioritize Alliance capability shortfalls from short to long term, along a continuum of holistic capability development.

Lead the determination of required capabilities and prioritization of shortfalls to inform the delivery of materiel and non-materiel solutions across the Doctrine, Organisation, Training, Material, and Leadership, Personnel, Facilities and Interoperability (DOTMLPFI) lines of effort to enable a holistic approach to capability development, ensuring improved interoperability, deployability and sustainability of Alliance Forces.

**The Requirements Division** will execute all tasks and activities needed to support requirements management for NATO capabilities. The Requirements Division will develop requirements, provide traceability and quality assurance of requirements, and implement options across DOTMLPFI in order to satisfy capability needs.

**The Capability Requirements (CR) Branch** will develop the Capability Requirements Brief and recommended courses of action to resolve issues associated with through the life cycle management of requirements using matrixed, cross-functional project-specific Requirements Management teams. The branch provides requirements development, traceability and quality assurance

support; analysis support; and interoperability standards and requirements information to Capability Programme Managers and projects. The contractual support that is in direct support of this Branch will be based in Norfolk, Virginia, USA.

**The Requirements Forward Branch (Mons)** is responsible for conducting requirements development and management representation and engagement related functions in Europe. The branch provides support to the NATO processes. The branch consists of a competency-aligned structure to support appropriate requirements analysis, development, management, and monitoring activities in accordance with SACT direction and guidance. The contractual support that is in direct support of this Branch will be based in Mons, Belgium.

**The Capability Division** coordinates the development of capabilities from capability planning through acceptance and then disposal with management entities, NATO Headquarters staff and the NATO Governance Structure. This entails synchronizing horizontally across capabilities to achieve coherent efforts and outcomes. The Division also provides military advice to NATO policy development as well as development of the NATO Enterprise and capability architectures. This entails coordination, participation and use of Analysis of Alternatives, Concepts, Wargaming, and experimentation to develop a comprehensive, holistic through lifecycle plan for a capability. This Division is responsible for developing the Capability Programme Plan with support from the NATO Agencies and ACO. This involves the development of the products to be submitted to Governance for approval. Furthermore, the Division develops acceptance plans with management level stakeholders, oversees the execution of acceptance plans, and the development of the report to be approved by ACO. Finally, the Division develops and oversees coordination and development of disposal plans for any legacy capabilities with a focus on rapid transition and cost savings.

**The Capability Forward Branch (Mons)** coordinates with ACO, NCIA, NSPA, NATO HQ, territorial Host Nations, and NATO Centres of Excellence (COEs) in support of the development of capabilities. The Branch is a supporting entity to the programme directors of NATO capability delivery. The Branch supports the development of capability programme plans to meet the operational requirements in a through lifecycle approach. It synchronizes and aligns efforts. The Branch supports capability development through a competency-aligned structure to support appropriate deliverable, product, programme, and project activities including those related to Cyberspace.

**Strategic Plans and Policy (SPP)** supports Allied Command Transformation in formalising military advice to shape future military strategy, political guidance, and other policy documents in support of NATO's strategic objectives. The directorate is responsible for drafting the Strategic Foresight Analysis and the Framework for Future Alliance Operations, as well as, other military concepts that shape future strategies, political guidance, our relations with partner nations and other international organizations – including the NATO Defence Planning Process. All of this work supports NATO preparation for future challenges

and threats and seizes emerging opportunities to help shape the future. Rewriting policy documents, work in Resilience, Partnerships and Academic Outreach steward many of the activities of this directorate.

## **2. Type of Contract and Period of Performance**

### **(a) Type of Contract**

Firm Fixed Price Services Contract in accordance with the General Terms and Conditions: as such it is a Level of Effort contract with a maximum limit or fraction thereof as set forth in the Statement of Work. All employer responsibilities for the Contractor personnel performing under this Contract shall lie with the Contractor.

### **(b) Period of Performance**

1. Period of Performance is captured beneath each identified Labor Category within the Statement of Work (SOW).

Base Period: 1 March 2023 – 31 December 2023,

Option Period One: 1 January 2024 – 31 December 2024,

Option Period Two: 1 January 2025 – 31 December 2025,

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

Option Period Four: 1 January 2027 – 31 December 2027

2. **Each Labor Category will have specific Periods of Performance identified, which can differ from the above dates.**

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

## **3. Level of Effort**

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

## **4. 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 labor 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.

## **5. Place of Performance**

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

## **6. Partial Bidding**

Partial bidding is allowed per individual Labor Category. Bidders shall only submit the number of candidates requested within each Labor Category (i.e. if three candidates are identified in one Labor Category, then the company shall submit no more than three candidates for that Labor Category, etc.)

## **7. Proof of Past Performance**

The Contractor is to provide a minimum of one (1) past performance citations (for work within the past seven years, unless specified differently within each Labor Category) to show that it has successfully completed work that is similar to the requirements outlined in this SOW. References may be submitted in lieu of past performance citations. The citations/references shall include the following information at a minimum:

- Summary of work performed that is similar to or directly relates to this SOW in size, scope and value.
- Status of work (i.e. on-going, complete).
- Date of work performance.

- Name of client/reference.
- Complete contact information for client/reference.
- Permission to contact client for reference.

## **8. Contractor Technical Evaluation / Contractor Supervision**

Contractor personnel shall report to and receive technical guidance from the COTR while executing this SOW. The COTR can recommend to the Contracting Officer (who has final authority) that the contract/SOW be amended, extended, or cancelled for evolving requirements, new tasking, and/or technical non-performance. The COTR shall provide direction, guidance, access to subject matter experts (SMEs) and support information, as needed (within scope). The COTR shall:

- Resolve outstanding disputes, problems, deficiencies, and/or questions on the technical aspects of the SOW.
- Review (and approve) all contractor tasking and deliverables for completeness and accuracy.

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

## **9. Contract Reporting**

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

- Summary of work (by contractor position) for tasking and deliverables for the reporting period.
- Contract hours expended showing a comparison with budgeted hours.
- Current or anticipated problems/deficiencies and recommended solution.

The COTR may amend the reporting requirements to receive alternate and/or additional data and information on a more frequent or less frequent basis, and may request other reports that detail designated aspects of the work or methods to remedy problems and deficiencies. The Contracting Officer shall receive a minimum of a monthly report, regardless of COTR changes. However, note that the report is NOT a deliverable subject to acceptance. The Contractor is expected to work closely with ACT personnel, ACO staff, the user community and SMEs. Consequently, the Contractor is expected to promptly address all identified problems and deficiencies, providing the COTR with written information on how problem shall be corrected and any impact to on-going work.

## **10. Furnished Materials**

For on-site work, HQ SACT shall provide all necessary working space; office furniture; telephones; computers, software, peripherals, and support equipment; office supplies; classified/unclassified storage space; and access to unclassified and classified NATO wide area networks (WAN) (granted on an as needed basis to individuals with appropriate security clearances) and the Internet for work to be performed at all NATO sites. Contractor personnel are not authorized to make any permanent/semipermanent physical modifications to the HQ SACT facilities. Contractors shall have full access the Microsoft Office Suite, as well as Microsoft Project. HQ SACT shall not furnish computers and support equipment to contractors proposing to work remotely; reference individual labor categories for equipment requirements.

## **11. Security**

### **(a) Personnel Clearances**

Contractor personnel shall be responsible for obtaining all needed security clearances prior to starting work at HQ SACT. No clearance or waiver to this requirement shall be granted, and no Contractor shall be assigned without having the needed clearance in place. If the Contractor Company cannot assign personnel with the required SECRET security clearance on the start date, the company shall be liable for bid non-compliance or immediate contract termination. The Contractor Company must provide advance written proof of the ability to assign fully cleared personnel prior to contract award/start. The Contractor Company is fully responsible for arranging all work visas.

### **(b) Security Conditions**

The Contractors must adhere to current security conditions at SACT HQ and other work sites. Contractor personnel shall comply with all local host nation and NATO security provisions and other policies and procedures, as required. The possible security classification of the deliverables under this contract may range from not classified through NATO Secret.

### **(c) Building / Installation Access**

The Contractors are fully responsible for ensuring that they have all needed vehicle passes and decals, and individual access badges and documents for appropriate access to HQ SACT facility. The Contractor Company shall submit requests for site access to SACT HQ, Attention Security Office, 7857 Blandy Road, Suite 100, Norfolk, VA 23551-2490.

### **(d) Electronic Devices**

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



## 12. LABOR CATEGORIES:

Bidders shall only submit the number of candidates requested within each Labor Category (i.e. if three candidates are identified in one Labor Category, then the company shall submit no more than three candidates for that Labor Category.)

LC 1-19 ( referenced in IFIB 23-01 PART A at link <https://www.act.nato.int/contracting/ifib-act-sact-23-01>)

### **CAPABILITY REQUIREMENTS:**

Programme Capability Enablers / Requirement Services / Additional 2023 Workforce Requirements	ACT-6227	One Labor Category (20)	Total Candidates per TT:  2	Total Candidates for IFIB progress:  2
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## LABOR CATEGORY 20: SENIOR CONTRACTOR SUPPORT TO REQUIREMENTS MANAGEMENT

**Location:** Mons, Belgium (On-site)

**Number of Candidates:** Two Candidates (Please note the two separate start dates below.)

**Period of Performance:** Base Period: 1 March 2023 – 31 December 2023 (**One Candidate**) 1 July 2023 – 31 December 2023 (**One Candidate**), Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### **Background Information:**

As part of an adapted organisational structure, ACT is in the process of implementing an improved capability requirements capture process, including the support for traceability, quality assurance, analysis and interoperability standards, to ensure a clear separation between the requirements owner and the solution provider. This process will provide through life traceability and ensure the quality of the requirements using an efficient change management process. ACT will be responsible for tasks such as capability requirements definition, requirements management, systems engineering, architecture development, holistic through life cycle management, capability acceptance, Capability Programme management.

The outputs of the adapted structure are formed from requirements, portfolio, programme and project management principles and practices that enable the direction of capability programmes and a range of projects in a transparent through lifecycle capability approach.

They include comprehensive traceable capability requirements that have been assessed and analysed for alternative solutions and quality assured to provide interoperability, and the delivery of multi-domain and multi-functional C4ISR focused programmes

### **Tasking:**

1. Elicit, capture, develop, analyse and evaluate capability requirements.
2. Support the elicitation, capture, development, analysis and evaluation of higher and lower level requirements (such as capability targets, operational requirements, system specifications, interoperability requirements, etc.).

3. Support or perform modelling, architecture and design activities to ensure completeness, consistency and clarity of requirements related work.
4. Support Programme and Project planning activities to ensure that the dependencies between requirements and the other elements of the plans are understood and taken into consideration.
5. Coordinate and contribute to the activities of Requirements Management Teams in support of the tasks above.
6. Maintain the requirements in their repositories ensuring version and configuration control.
7. Support to the creation and maintenance of traceability for capability requirements.
8. Provide technical guidance and mentoring to other requirements managers.
9. Support the development, analysis and review of concepts of operation, courses of action and alternatives.
10. Develop, coordinate and monitor the execution of plans in support of all aspects of requirements management.
11. Contribute and participate in the development of policies, directives and process refinement related to requirements.
12. Coordinate DOTMLPFI development and implementation synchronization; support the development of recommended courses of action to resolve issues relating capability development.
13. Organise and participate to workshops, seminars, conferences and meetings in support of the activities above.
14. Collaborate with National and international military and civilian organizations, including Centres of Excellence and academia, in support of the activities above.
15. Identify Lessons and contribute to their Learning within the organization.

16. Support to other requirements management activities across the capability lifecycle.
17. Support to change and configuration management of requirements across the lifecycle.
18. Support the coordination of requirements related products with Management and Governance.
19. Support the REQ FWD Branch Head and travel to meetings and conferences both within and outside NATO's boundaries for up to 30 days per year.
20. Perform additional tasks as required by the COTR related to the labour category

**Essential Qualifications:**

1. University Degree, preferably in engineering, operations research or information systems, or, as an alternative, management, accounting, economics, finance, business administration, public administration, project management or related disciplines.
2. Demonstrable experience in procurement programs in the defence sector. In particular, experience in participation to Programme/Project boards, development of decision support briefings, studies of best procurement alternatives and risk management.
3. Demonstrable experience in managing requirements in accordance with formal configuration and change management processes. In particular, participation in change configuration boards, development of engineering change impact analysis, and version control of requirement baselines.
4. Enterprise Architecture related certifications such as TOGAF coupled with demonstrable recent (i.e. in the last 10 years) experience in development or exploitation of Enterprise or Capability level Architectures in support of defence procurement.
5. Knowledge of project management principles and demonstrated success in applying them to deliver capabilities. In particular, experience in initiation and management of programmes and projects, development of exception and routine reports, and

management of work breakdown packages. Program and Project Management related certifications such as MSP and PRINCE2, or, preferably, PMP and PgMP.

6. Demonstrable experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.
  7. Demonstrable experience working in support of processes that were formally certified in accordance with the ISO 9001 standard or equivalent.
  8. Demonstrable experience in the development, negotiation and maintenance of interoperability requirements, including interface control documents.
  9. Demonstrable experience in the field of Space, Cyber and military Infrastructure, in operational or programmatic roles.
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## Requirements Matrix

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

### Best Value Criteria for LABOR CATEGORY 20: SENIOR CONTRACTOR SUPPORT TO REQUIREMENTS MANAGEMENT

Company Name:

Proposed Candidate Name:

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

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

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> 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 50 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Range	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
PLEASE ENSURE TOTAL PTS EQUAL 100	<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.</p> <p>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</p> <p>ANY SCORE OF ZERO IS NONCOMPLIANT</p>		
1. University Degree, preferably in engineering, operations research or information systems, or, as an alternative,	0 Points for no university degree between 3-5 years experience in requirements engineering		

management, accounting, economics, finance, business administration, public administration, project management or related disciplines.	<p><b>2-5 Points</b> for no university degree but more than 5 years experience in requirements engineering</p> <p><b>6-8 Points</b> for undergraduate degree</p> <p><b>9-10 Points</b> for master degree</p>		
2. Demonstrable experience in procurement programs in the defence sector. In particular, experience in participation to Programme/Project boards, development of decision support briefings, studies of best procurement alternatives and risk management.	<p><b>0 Points</b> less than 3 years</p> <p><b>1-5 Points</b> for 3-5 years</p> <p><b>6-9 Points</b> for 6-9 years</p> <p><b>10 Points</b> for 10+ years</p>		
3. Demonstrable experience in managing requirements in accordance with formal configuration and change management processes. In particular, participation in change configuration boards, development of engineering change impact analysis, and version control of requirement baselines.	<p><b>0 Points</b> less than 1 year</p> <p><b>1-5 Points</b> for 1-2 years</p> <p><b>6-9 Points</b> for 3-5 years</p> <p><b>10-14 Points</b> for 6-9 years</p>		



	<b>15 Points</b> for 10+ years		
4. Enterprise Architecture related certifications such as TOGAF coupled with demonstrable recent (i.e. in the last 10 years) experience in development or exploitation of Enterprise or Capability level Architectures in support of defence procurement.	<b>1-2 Points</b> for certification and less than 5 years of experience  <b>3-4 Points</b> for no certification and more than 5 years of experience  <b>5 Points</b> for certification and more than 5 years of experience		
5. Knowledge of project management principles and demonstrated success in applying them to deliver capabilities. In particular, experience in initiation and management of programmes and projects, development of exception and routine reports, and management of work breakdown packages. Program and Project Management related certifications such as MSP and PRINCE2, or, preferably, PMP and PgMP.	<b>0 Points</b> for less than 5 years and no certification  <b>1-5 Points</b> for at least 5 years and no certification OR certification and less of 5 years of demonstrable experience  <b>6-8 Points</b> for at least 5 years of demonstrable experience and MSP or PRINCE 2 Certification  <b>9-10 Points</b> for at least 5 years of demonstrable experience and PMP and PgMP Certification		

<p>6. Demonstrable experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.</p>	<p><b>0 Points</b> for less than 2 years of demonstrable experience</p> <p><b>3-6 Points</b> for between 2 to 5 years of demonstrable experience</p> <p><b>7-11 Points</b> for between 6 to 10 years of demonstrable experience</p> <p><b>12-14 Points</b> for between 11 to 16 years of demonstrable experience</p> <p><b>15 Points</b> for 16+ years of demonstrable experience</p>		
<p>7. Demonstrable experience working in support of processes that were formally certified in accordance with the ISO 9001 standard or equivalent.</p>	<p><b>0-1 Points</b> for at less than 2 years of demonstrable experience</p> <p><b>2-5 Points</b> for between 2 to 5 years of demonstrable experience</p> <p><b>6-8 Points</b> for between 6 to 8 years of demonstrable experience</p> <p><b>9-10 Points</b> for at least 9 years of demonstrable experience</p>		

<p>8. Demonstrable experience in the development, negotiation and maintenance of interoperability requirements, including interface control documents.</p>	<p><b>0 Points</b> for less than 1 year</p> <p><b>1-5 Points</b> for 1-3 years</p> <p><b>6-9 Points</b> for 4-5 years</p> <p><b>10 Points</b> for 5+ years</p>		
<p>9. Demonstrable experience in the field of Space, Cyber and military Infrastructure, in operational or programmatic roles.</p>	<p><b>0 Points</b> for no experience in Cyber, Space and Military Infrastructure fields</p> <p><b>1-5 Points</b> for less than 5 years of experience in one field amongst experience in Cyber, Space and Military Infrastructure fields</p> <p><b>6-9 Points</b> for less than 5 years of experience in two fields amongst Cyber, Space and Military Infrastructure or for 5+ years of experience in one field amongst Cyber, Space and Military Infrastructure</p> <p><b>10-15 Points</b> for 5+ years of experience in two fields amongst Cyber, Space and Military Infrastructure or for 10+ years of experience in one field amongst Cyber, Space and Military Infrastructure</p>		

	<b>15 Points</b> for 10+ years of experience in two fields amongst Cyber, Space and Military Infrastructure		
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**LC 21-32 ( referenced in IFIB 23-01 PART A at link <https://www.act.nato.int/contracting/ifib-act-sact-23-01>)**

### **CAPABILITY DEVELOPMENT:**

Programme Joint Multi Domain C2 / Additional 2023 Workforce Requirements	ACT- 6210	One Labor Category  (33)	Total Candidates per TT:  1	Total Candidates for IFIB progress:  3
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### **LABOR CATEGORY 33: SENIOR CONTRACTOR SUPPORT TO CONCEPT DEVELOPMENT – JOINT OPERATIONAL C2**

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

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 September 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### **Background Information:**

The Cross-Domain Command Concept (CDCC) is a CHODs' Priority from the NATO Warfare Capstone Concept (NWCC) nested under the Cross-Domain Command Warfighting Development Imperative (WDI).

The concept should promote a combined and joint approach within the Military Instrument of Power (MloP) and make explicit the cross-domain processes inherent within the joint functions.

Prerequisites to commanding effectively across services and domains are the ability to develop a robust level of shared situational awareness and the capacity for “strategic anticipation”. An active and persistent network of command centres and intelligence/knowledge centres is essential in this regard with a keen focus on information sharing. Improving collaboration in the planning and decision making processes while taking advantage of advanced technologies (AI, autonomy, advanced analytics, augmented reality) is essential.

The Warfare Development Agenda provides the following draft definition for Multi-Domain Operations: “orchestration of military activities across all domains and environments, synchronized with non-military activities, to enable the Alliance to deliver converging effects at the speed of relevance”. This draft definition (endorsed by the Military Committee) will be the basis for the development of Cross-Domain Command capabilities.

### **Tasking:**

1. Research and review available analysis, research papers, doctrine and concepts.
2. Develop CDDD Project plan, including concept objectives in cooperation with relevant NATO stakeholders.
3. Develop and finalize CDCC in cooperation with relevant NATO stakeholders.
4. Performs additional tasks as required by the contracting officer related to CDCC.

### **Essential Qualifications:**

1. A University/ Bachelor's degree in International Relations, Military Science or Operational Analysis.
2. Demonstrate a working knowledge of at least 3 years in the last 10 years in the field of Command and Control.
3. Demonstrate working knowledge of command architecture.
4. Demonstrate a working knowledge of at least 3 years in the last 10 in the field of concept development.
5. Project Management experience in the past 10 years.
6. Demonstrate working knowledge of briefing senior leaders/decision makers

7. 3 years experience in the last 10 with working in a National or NATO strategic or operational command.

## Annex A- Best Value Grading Matrix

Contractor's technical proposal will be assessed on the qualifications of the individual proposed to perform the work. Individual résumés will be measured against each of the criteria specified below in order to ascertain whether the individual 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 LC 33: SENIOR CONTRACTOR SUPPORT TO CONCEPT DEVELOPMENT – JOINT OPERATIONAL C2

Company Name:

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		



Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of <b>50 Points</b> in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

<b>Item</b>	<b>Range</b> Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. <b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b> <b>ANY SCORE OF ZERO IS NONCOMPLIANT</b>	<b>Page, Paragraph and Line Number</b> referencing where candidates meet the criteria and how.	<b>Score</b> (100 pts possible)
<b>PLEASE ENSURE TOTAL PTS EQUAL 100</b>			
1. A University/ Bachelor's degree in International Relations, Military Science or Operational Analysis.	No - 0 Points Yes - 10 Points		
2. Demonstrate a working knowledge of at least 3 years in	Less than 3 years – 0 Points 3-4 years - 5 Points 5-8 years - 10 points 9 or more years - 20 points		

the last 10 in the field of Command and Control			
3. Demonstrate working knowledge of command architecture	Less than 3 years – 1 Point 3-4 years - 10 Points 5 or more years - 15 points		
4. Demonstrate a working knowledge of at least 3 years in the last 10 in the field of concept development	Less than 3 years – 1 Point 3-4 years - 10 Points 5 or more years - 15 points		
5. Project Management experience in the past 10 years.	Less than 3 years – 1 Point 3-4 years - 5 Points 5 or more years -10 points		
6. Demonstrate working knowledge of briefing senior leaders/decision makers.	No - 1 Points Yes - 10 Points		
7. 3 years experience in the last 10 with working in a National or NATO strategic or operational command	Less than 3 years – 1 Points 3-4 years - 10 Points 5 or more years - 20 points		

Programme New NATO Command Network / Additional 2023 Workforce Requirements	ACT- 6213	Three Labor Categories  (34-36)	Total Candidates per TT:  3	Total Candidates for IFIB progress:  6
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## LABOR CATEGORY 34: SENIOR CONTRACTOR SUPPORT TO COMMUNICATION INFORMATION SYSTEM

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

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 March 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### Background Information:

As part of an adapted organisational structure, ACT is in the process of implementing an improved capability requirements capture process, including the traceability of requirements, to ensure a clear separation between the requirements owner and the solution provider. This process will provide through life traceability of the requirements using an efficient change management process. ACT will be responsible for tasks such as capability requirements definition, requirements management, systems engineering, architecture development, holistic through lifecycle management, capability acceptance, Capability Programme Plan (CPP) management (e.g. support of Air Command and Control System (ACCS), Air Ground Surveillance (AGS), Ballistic Missile Defence (BMD), Cyberspace and various Communications and Information Systems (CIS) capabilities).

The outputs of the adapted structure are formed from requirements, portfolio, programme and project management principles and practices that enable the direction of capability programmes and a range of projects in a transparent through lifecycle capability

approach. They include comprehensive traceable capability requirements that have been assessed and analysed for alternative solutions and quality assured to provide interoperability, and the delivery of multi-domain and multi-functional C4ISR focused programmes.

### **Tasking:**

1. Coordinate and contribute to the activities of the Capability Development Communication Information System branch.
2. Elicit, capture and collect capability requirements across all aspects of DOTMLPFI for CIS, Capability Targets, and other high-level requirements.
3. Develop resource proposals in support of CIS capability requirements.
4. Perform DOTMLPFI decomposition into capability CIS.
5. Contribute and participate in the development of policies, directives and process refinement related to CIS.
6. Coordinate DOTMLPFI development and implementation synchronization and develop recommended courses of action to resolve issues relating to CIS.
7. Coordinate the analyses of alternatives (AoA) when considering implementation options.
8. Contribute to the development of Communications and Information Services (CIS).
9. Supports the elicitation of requirements as needed by the Requirements Division.
10. Leads the development of capability programme, plans and ensures the delivery of programme outcomes by assessing throughout the life cycle the cost, scope, schedule, risk and performance.
11. Ensures coordination and synchronization with all SMEs supporting warfare development at the management level, especially with the users and the host nations.
12. Plans and leads acceptance with the support of JF Directorate relevant branches and in coordination with user and host nations.
13. Provide programme and project expertise for ACT Programme of Work (POW) activities in CIS, Cyber, COI Enabling, Information Management and infrastructure and COI Services.
14. In conjunction with the CIS Operating, Service Provisioning and Implementation Authorities, serve as a member of selected Integrated Coordination groups like the Capability Management Function and NATO HQ coordination groups (e.g. Integrated Project Steering Groups).
15. Provides for Enterprise Architecture and capability architecture development.
16. Support to the NATO Defence Planning Process (NDPP) Steps 2-5.

17. Provide CIS service definition within the NATO structure; development of Mid-Term Plans (MTP); execution of NATO Defence Planning Processes (NDPP).
18. Support Capability Development Plans.
19. Implement visions and concepts developed and approved by the NATO Military Committee.
20. Coordinate the integration of national solutions with those produced in NATO.
21. Engage with NATO, the Nations, Partners, Industry, Academia, IOs and NGOs through the Framework for Cooperative Interaction (FFCI) mechanism.
22. Sponsor R&D, Experimentation and POW to facilitate CIS capability architecture development.
23. Support technical requirements identification and validation, and solution concept development.
24. Coordination of C3 policies and directives for implementation in ACT and Division.
25. Directly supports the Branch Head CIS and will be required to travel to meetings and conferences both within and outside NATO's boundaries for up to 30 days per year.
26. Performs additional tasks as required by the COTR related to the LABOR category.

#### **Essential Qualifications:**

1. A University Degree in management information systems, accounting, economics, finance, business administration, public administration, operations research, project management or related discipline.
2. 6 years post related experience, or Higher Secondary education and completed advanced vocational training in that discipline leading to a professional qualification or professional accreditation with 6 years post related and 2 years function related experience.
3. Master degree in engineering management.
4. Graduate certificate in modelling simulation.
5. At least eight years practical experience (participation and/or advice) in projects on design and/or implementation of Communications and Information Services.
6. At least five years of managing CIS (specialists) staff.
7. At least Project management experience (Prince II preferred).
8. Experience working in a NATO military commands, A/G/M/J6 or equivalent area.
9. Recent operational experience in (JOINT) CIS planning of ex / missions.
10. A broad knowledge of NATO CIS capabilities.
11. 3 years experience in the last 10 with working in a National or NATO strategic or operational command.

## Annex A- Best Value Grading Matrix

Contractor's technical proposal will be assessed on the qualifications of the individual proposed to perform the work. Individual résumés will be measured against each of the criteria specified below in order to ascertain whether the individual 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 LC 34: SENIOR CONTRACTOR SUPPORT TO COMMUNICATION INFORMATION SYSTEM

Company Name:

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		

Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of <b>50 Points</b> in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

<b>Item</b>	<b>Range</b> Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. <b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.</b> <b>ANY SCORE OF ZERO IS NONCOMPLIANT</b>	<b>Page, Paragraph and Line Number</b> referencing where candidates meet the criteria and how.	<b>Score</b> (100 pts possible)
<b>PLEASE ENSURE TOTAL PTS EQUAL 100</b>			
1. A University Degree in management information systems, accounting, economics, finance, business administration, public	Yes - 5 Points No - 1 Points		

administration, operations research, project management or related discipline.			
2. Six years post related experience, or Higher Secondary education and completed advanced vocational training in that discipline leading to a professional qualification or professional accreditation with 6 years post related and 2 years function related experience.	<p>Less than 6 years - 1-2 Points</p> <p>6+ years - 3-9 Points</p> <p>10+ years - 10 points</p>		
3. Master degree in engineering management.	<p>Yes - 10 Points</p> <p>No - 1 Points</p>		
4. Graduate certificate in modelling simulation.	<p>Yes - 10 Points</p> <p>No - 1 Points</p>		
5. At least eight years practical experience (participation	<p>Less than 8 years - 1-2 Points</p> <p>8+ years - 3-9 Points</p> <p>10+ years - 10 points</p>		



and/or advice) in projects on design and/or implementation of Communications and Information Services.			
6. At least five years of managing CIS (specialists) staff.	Less than 5 years - 1-2 Points 5+ years - 3-14 Points 10+ years - 15 points		
7. At least Project management experience (Prince II preferred).	Yes - 5 Points No - 1 Points		
8. Experience working in a NATO military commands, A/G/M/J6 or equivalent area.	Yes - 10 Points No - 1 Points		
9. Recent operational experience in (JOINT) CIS planning of ex / missions.	Yes - 5 Points No - 1 Points		
10. A broad knowledge of NATO CIS capabilities.	Yes - 10 Points No - 1 Points		
11. Three years experience in the last 10 with working in a National or	Less than 3 years - 1-2 Points 5+ years - 3-9 Points 10+ years - 10 points		

NATO strategic or operational command.			
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## **LABOR CATEGORY 35: Command Network Systems Analyst**

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

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 March 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### **Background Information:**

As part of an adapted organisational structure, ACT is in the process of implementing an improved capability requirements capture process, including the traceability of requirements, to ensure a clear separation between the requirements owner and the solution provider. This process will provide through life traceability of the requirements using an efficient change management process. ACT will be responsible for tasks such as capability requirements definition, requirements management, systems engineering, architecture development, holistic through lifecycle management, capability acceptance, Capability Programme Plan (CPP) development and management for a number of capabilities including Core Services, Core Communications, Cyberspace and various Communications and Information Systems (CIS) capabilities).

The outputs of the adapted structure are formed from requirements, portfolio, programme and project management principles and practices that enable the direction of capability programmes and a range of projects in a transparent through lifecycle capability approach. They include comprehensive traceable capability requirements that have been assessed and analysed for alternative solutions and quality assured to provide interoperability, and the delivery of multi-domain and C2 and ISR focused programmes.

The HQ SACT Communications and Information Services (CIS) Branch under CAPDEV requires support for the NCNP-CIS Support contractor to progress the NATO Command Network Project.

The Digital Backbone is a critical asset for the overall NATO Digital Transformation and is a prerequisite for the execution of Multi-Domain Operations. The NATO Command Network Project is the strategic and operational level command network connecting the NATO Command Structure and NATO Force Structure as well as non-military actors to provide synchronisation.

The NATO Command Network Project as part of the Cross-Domain Command WDI has started in 2022 and with an aim objective in 2035. The NATO Command Network Project needs to start with the current baseline capture amongst the different programmes and initiatives, mainly: FMN Spiral Specifications and gaps, evolving mission network constructs, the future OpNet Implementation Plan, DCIS related programmes (AMD – Agile Multi-Domain) for the deployed CIS infrastructure and services, Core Communications programmes as the main vehicle for the delivery of a NATO Enterprise Core Network infrastructure in direct support of NCS activities and an Alliance Federation Network infrastructure towards the integrations of national static infrastructures and services Core Services programmes with ITM Incr 1, 2 and 3 and the Next Generation Digital Services will provide the rationalisation of data processing centres and moving of NU/NR workloads to the cloud. This will accelerate cloud native adoption and aim to unify NATO's enterprise and tactical edge clouds. COI-related programmes such as JISR, Joint Multi-Domain C2 (Land, Maritime, Air, SOF) will provide the needed services to directly execute the multi-domain operations of the future. Cyber Security related programmes need to address security in all phases of the lifecycle development to protect from the dynamic threat environment. Service Management needs to be improved to facilitate the new digital transformation of all the C3 capabilities. Data Exploitation initiative needs to provide for the right data at the right time in future complex operational environments for the decision makers.

The NATO Digital Transformation is an endeavour to transform the Alliance towards a secure data-enabled organisation. It addresses the operational needs to securely move data vertically from the strategic to the tactical level, and horizontally across the Land, Maritime, Air, Cyber and Space domains.

The work will include the planning and execution of the NATO Command Network Strategy Development workshop in Europe and the subsequent development of an ACT implementation plan for coordination and signature. The NATO Command Network will also need to accentuate the interoperability in the Alliance Federation, the proper capability enhancements will have to be developed in order to inform the FMN Spiral Specification Roadmap. The integration of CWIX related trials as a result of NCN needs are also addressed. The development or Roadmap inputs can be by one approach through engaging with FMN IWG and CPWG syndicates where there are currently no ACT SMEs participation. Further, analysis of capability requirements of existing and planned capability programmes versus the conceptual needs of MDO and cross-domain command will have to be captured in a gap analysis and capability requirement developed and plans to allocate those programming developed. Finally, work to include those requirements as well as FMN related requirements will need to be progressed through this contractor.

**Tasking:**

1. Contract personnel shall provide products and support services to the CIS Branch in support of the main NATO Command Network Project activity to provide enterprise architecture support, for the following tasks:
2. Conduct activities through direction from the CIS Branch lead for the NATO Command Network Project.
3. Plan and facilitate the conduct of NATO Command Network Project workshop with stakeholders in NATO HQ, ACO, NCI Agency and others in Europe with the purpose of developing a strategy for the NATO Command Network realisation.
4. Incorporation of capability requirements associated with the NATO Command Network through work with the Requirements Division Branches. Completion of FMN Spiral Specifications incorporation will be the initial step including Spirals 4 and subsequent versions in order to provide business as usual processes to ensure transition from spiral specifications to the capability requirements to the allocation of requirements to programming.
5. Identify and/or gather the high-level requirements for the NATO Command Network that support multi-domain operations using work from Conceptual, operational requirements, architectural, and high-level guidance.
6. Support ACT's contributions to ACO C2 network initiatives that may result in the development of an implementation plan, the execution of an implementation plan, or the development of ACT management products (e.g. capability programme plan) associated with the NATO Command Network.
7. Consult with Enterprise Architecture, conceptual working groups, FMN gap analysis, programme directors, project managers within ACT and in other organizations germane to the NATO Command Network Project to accomplish the aforementioned tasks.
8. Consult as appropriate with project/programme managers, operational users, business architects, system engineers, and other key stakeholders, within NATO Commands and Agencies to obtain the information necessary for analysis, to develop the outcomes needed to support the Digital Transformation.
9. Provide NATO Command Network Project representation in ACT programme management dashboards and sharepoint sites consistent with HQ SACT guidance.
10. Develop presentations in order to provide updates on the NATO Command Network Project to stakeholder groups.
11. Integrates and documents NCN related CWIX Trials for inclusion into CWIX 2024.

**Essential Qualifications:**

1. Demonstrable experience (4 years or more) in CIS capability integration, systems engineering, Programme Management, CIS requirements or equivalent.

2. University degree level education (bachelor and/or master) in a relevant field (Computer Science and Electrical Engineering, Information Sciences and Technology, Mathematics, etc.).
3. Ability to participate effectively in high-level discussions, workshops, etc. and prepare professional, high quality documents for review.
4. Knowledge of project management techniques.
5. Knowledge of requirement management software such as DOORS Next Generation and its practical application within system development.
6. Demonstrable experience (3 years or more) in Business Process modelling and concept development.
7. Demonstrable experience (3 years or more) in Business Intelligence and Reporting techniques.
8. Knowledge of NATO, its organisational structure and previous experience working in an international organisation.
9. Experience working in multinational (e.g. NATO) defence environments or previous military experience.
10. Familiarity and knowledge of the specific area of military capabilities such as core services, communications, functional services (e.g. Joint All-Domain C2).

## Annex A- Best Value Grading Matrix

Contractor's technical proposal will be assessed on the qualifications of the individual proposed to perform the work. Individual résumés will be measured against each of the criteria specified below in order to ascertain whether the individual 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 LC 35: Command Network Systems Analyst

Company Name:

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		

Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of <b>50 Points</b> in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

<b>Item</b>	<b>Range</b> Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. <b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b> <b>ANY SCORE OF ZERO IS NONCOMPLIANT</b>	<b>Page, Paragraph and Line Number</b> referencing where candidates meet the criteria and how.	<b>Score</b> (100 pts possible)
<b>PLEASE ENSURE TOTAL PTS EQUAL 100</b>			
1. Demonstrable experience (4 years or more) in CIS capability integration, systems engineering, Programme Management, CIS requirements or equivalent.	No Knowledge or less than 3 years: 5 Points 3-10 years: 10 Points More than 10 years: 20 Points		



2. University degree level education (bachelor and/or master) in a relevant field (Computer Science and Electrical Engineering, Information Sciences and Technology, Mathematics, etc.).	No Knowledge or less than 3 years: 1 Points 3-10 years: 3 Points More than 10 years: 5 Points		
3. Ability to participate effectively in high-level discussions, workshops, panels, etc. and prepare professional, high quality documents for review.	No Knowledge or less than 3 years: 1 Points 3-10 years: 3 Points More than 10 years: 5 Points		
4. Knowledge of project management techniques.	No Knowledge or less than 3 years: 2 Points 3-10 years: 5 Points More than 10 years: 10 Points		
5. Knowledge of requirement management software such as DOORS Next Generation and its practical application within system development.	No Knowledge or less than 3 years: 2 Points 3-10 years: 5 Points More than 10 years: 10 Points		
6. Demonstrable experience (3 years or more) in Business Process	No Knowledge or less than 3 years: 2 Points 3-10 years: 5 Points More than 10 years: 10 Points		

modelling and concept development.			
7. Demonstrable experience (3 years or more) in Business Intelligence and Reporting techniques	No Knowledge or less than 3 years: 2 Points 3-10 years: 5 Points More than 10 years: 10 Points		
8. Knowledge of NATO, its organisational structure and previous experience working in an international organisation.	No Knowledge or less than 3 years: 2 Points 3-10 years: 6 Points More than 10 years: 10 Points		
9. Experience working in defence environments or previous military experience.	No Knowledge or less than 3 years: 2 Points 3-10 years: 6 Points More than 10 years: 10 Points		
10. Familiarity and knowledge of the specific area of military capabilities such as core services, communications, functional services (e.g. Joint All-Domain C2).	No Knowledge or less than 3 years: 2 Points 3-10 years: 5 Points More than 10 years: 10 Points		

## **LABOR CATEGORY 36: DIGITAL TRANSFORMATION ENTERPRISE ARCHITECT**

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

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 March 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### **Background Information:**

As part of an adapted organisational structure, ACT is in the process of implementing an improved capability requirements capture process, including the traceability of requirements, to ensure a clear separation between the requirements owner and the solution provider. This process will provide through life traceability of the requirements using an efficient change management process. ACT will be responsible for tasks such as capability requirements definition, requirements management, systems engineering, architecture development, holistic through lifecycle management, capability acceptance, Capability Programme Plan (CPP) management (e.g. support of Air Command and Control System (ACCS), Air Ground Surveillance (AGS), Ballistic Missile Defence (BMD), Cyberspace and various Communications and Information Systems (CIS) capabilities).

The outputs of the adapted structure are formed from requirements, portfolio, programme and project management principles and practices that enable the direction of capability programmes and a range of projects in a transparent through lifecycle capability approach. They include comprehensive traceable capability requirements that have been assessed and analysed for alternative solutions and quality assured to provide interoperability, and the delivery of multi-domain and multi-functional C4ISR focused programmes.

The HQ SACT Communications and Information Services (CIS) Branch under CAPDEV requires support for the Enterprise Architecture and C3 Taxonomy for the capability of the New Digital Transformation and NATO Command Network Project.

The support will consist on providing the reference enterprise architecture in direct support of the NATO digital transformation as an enabler for NATO's digital workforce of the future. The reference architecture should map with existing C3 Taxonomy capabilities and services. NATO Command Network project as a cornerstone in achieving the multi-domain operations of the future will need to deliver secure C2 solutions across all different echelons, be it in the static environment or episodic. NATO Command Network Project as the main achiever for the NATO Digital Backbone needs to provide a digital and data-centric comprehensive communications and information systems framework that interconnects, provides analysis and processing capabilities, and allows fast decision making to the warfighter. The Digital Backbone is a critical asset for the overall NATO Digital Transformation and is a prerequisite for the execution of Multi-Domain Operations.

In accordance with the NATO Policy on Enterprise Architecture and the Common Funded Capability Delivery Governance Model, ACT is responsible for developing Capability Architectures in support of the different modernisation and transformation programmes and part of the Business and Information Enterprise Architecture. A number of CIS and COI architectures have been developed in the past, but they need an alignment with the new NATO Digital Transformation and to better support the future Multi-Domain Operations. These include, inter alia, the standards for architecture products (NATO Architecture Framework [NAF] v4), the capabilities themselves, the procurement approach and NATO Command Structure (NCS) Adaptation. The existing products were also developed independently and under different old capability models, and so far there is no updated overarching Digital Transformation portfolio architecture.

To enable ACT to execute responsibility for undertaking the digital transformation exploiting new technologies and supporting processes new elements of the Enterprise Architecture need to be built based on existing reference architectures.

The NATO Digital Transformation is an endeavour to transform the Alliance towards a secure data-enabled organisation. It addresses the operational needs to securely move data vertically from the strategic to the tactical level, and horizontally across the Land, Maritime, Air, Cyber and Space domains.

The NATO Command Network Project as part of the Cross-Domain Command WDI will start on 2026 and with an aim objective in 2035. The NATO Command Network Project needs to start with the current baseline capture amongst the different programmes and initiatives, mainly: FMN Spiral Specifications and gaps, OpNet Implementation Plan as an initial operational capability, DCIS related programmes (AMD – Agile Multi-Domain) for the deployed CIS infrastructure and services, Core Communications programmes as the main vehicle for the delivery of a NATO Enterprise Core Network infrastructure in direct support of NCS activities and an Alliance Federation Network infrastructure towards the integrations of national static infrastructures and services. The Core Communications programmes will provide for a unified network infrastructure (Internet-like with the nations), as well as the backbone of the communication and collaboration services and secured Enterprise Internet to connect NATO to Industry and other public stakeholders (international organisations,

partners, etc.). Core Services programmes with ITM Incr 1, 2 and 3 and the Next Generation Digital Services will provide the rationalisation of data processing centres and moving of NU/NR workloads to the cloud. This will accelerate cloud native adoption and aim to unify NATO's enterprise and tactical edge clouds. Other COI-related programmes such as JISR, Joint Multi-Domain C2 (Land, Maritime, Air, SOF) will provide the needed services to directly execute the multi-domain operations of the future. Cyber Security related programmes need to address security in all phases of the lifecycle development to protect from the dynamic threat environment. Service Management needs to be improved to facilitate the new digital transformation of all the C3 capabilities. Data Exploitation initiative needs to provide for the right data at the right time in future complex operational environments for the decision makers.

### **Tasking:**

1. Contract personnel shall provide products and support services to the CIS Branch in support of the main NATO Command Network Project activity to provide enterprise architecture support, for the following tasks:
2. Development of an initial Architecture Vision, including Stakeholder analysis in support of NATO's Digital Transformation and NATO Digital Backbone.
3. Capture of reference materials to include Enterprise-level architectures, C3 Taxonomy, IERs, Strategies and Policies, key programmes and capabilities that enable the future digital transformation and in support of Multi-Domain Operations.
4. Identify core requirements that support the Digital Transformation, e.g., workforce mobility, new cloud technologies, multi-domain integrations, increased needs for internal and external collaborations, increased cyber threats, increased need for resilience, data exploitation, etc.
5. Produce high level Enterprise Architecture, from the source material above, in accordance with relevant NATO standards, including NATO Enterprise Architecture Policy, NAFv4; and with application open standards including TOGAF and ArchiMate to initially capture the As-Is baseline. Map the current programmes outputs and initiatives with the lines of development and lines of effort to achieve the aim objectives for the Multi-Domain Operations.
6. Consult as appropriate with project/programme managers, operational users, business architects, system engineers, and other key stakeholders, within NATO Commands and Agencies to obtain the information necessary for analysis, to develop the outcomes needed to support the Digital Transformation.
7. Provide representations of the architecture products using Data Science and Business Intelligence techniques to support user insight into the architectures, and to meet the high-level stakeholder concerns.
8. Support the main activity for the NATO Command Network Project Implementation Plan Refinement. This will require architecture support during the workshops and meetings and provide additional architectural analysis to identify the gaps.

9. Support in the requirements definition and elicitation of the high-level requirements in support of the NATO Command Network Project.
10. Provide list of business processes in support of the NATO Command Network Project by mapping to the current C3 Taxonomy.
11. Provide support for the support with mission threads for the NATO Command Network Project, support for the definition of information exchange requirements and service interfaces.
12. Maintain Architecture views in Tidepedia (Git) and EA EDMS community site based on the classification of the artefacts.
13. The following deliverables shall be provided:
14. Written reports of reviews and analysis conducted, including issues identified and inputs recommendations and solutions to solve the issues.
15. A Capability Architecture, in ArchiMate format, and associated reports.
16. Capability architectures in support of programmes. Capability Architectures based on NAFv4 views. NAFv4 Architecture views and associated text with explanations for each view. Views to be provided in ArchiMate and XML Open Exchange formats.
17. ArchiMate views based on NAFv4 and contain Concepts, Service Specification, Logical Specification, Physical resource Specifications and Architecture Foundation views.
18. An updated enhanced architecture reference document repository.
19. Final report with current baseline of programmes and initiatives that map to the digital transformation and NATO Command Network Project and a high-level roadmap that are needed for the implementation of the aim objective of the NATO Command Network. The roadmap has to provide the identified gaps and recommendations for inclusion in the future capability development streams.
20. Presentations and additional documents as required by CIS Branch related to Digital Transformation, NATO Command Network Project and Multi-Domain Operations.

### **Essential Qualifications:**

1. Demonstrable experience (3 years or more) in Enterprise Architecture, Systems Architecture, Programme Management, IT systems requirements or equivalent.
2. University degree level education (bachelor and/or master) in a relevant field (Computer Science and Electrical Engineering, Information Sciences and Technology, Mathematics, Business Administration, etc.).
3. Knowledge of the TOGAF model, preferably version 9.2 (although previous versions are acceptable).
4. Experience with NATO Architecture Framework or other defence frameworks, like DoDAF, MoDAF, etc.
5. Experience with ArchiMate or equivalent modelling language.
6. Ability to participate effectively in high-level discussions, workshops, panels, etc. and prepare professional, high quality documents for review.

7. Knowledge of the software products to support the representation of the architectures using Data Science and Business Intelligence (including Semantic Wiki) techniques.
8. Demonstrable experience (3 years or more) in Software Development, to include XML language and web-based frameworks.
9. Demonstrable experience (3 years or more) in Business Intelligence and Reporting techniques.
10. Knowledge of NATO, its organisational structure and previous experience working in an international organisation.
11. Experience working in defence environments or previous military experience.
12. Familiarity and knowledge of the specific area of military capability requested (e.g. CIS, Cyber, MDO).

## Annex A- Best Value Grading Matrix

Contractor's technical proposal will be assessed on the qualifications of the individual proposed to perform the work. Individual résumés will be measured against each of the criteria specified below in order to ascertain whether the individual 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 LC 36: DIGITAL TRANSFORMATION ENTERPRISE ARCHITECT

Company Name:

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		



Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of <b>50 Points</b> in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

<b>Item</b>	<b>Range</b> Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. <b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b> <b>ANY SCORE OF ZERO IS NONCOMPLIANT</b>	<b>Page, Paragraph and Line Number</b> referencing where candidates meet the criteria and how.	<b>Score</b> (100 pts possible)
<b>PLEASE ENSURE TOTAL PTS EQUAL 100</b>			
1. Demonstrable experience (3 years or more) in Enterprise Architecture, Digital Transformation activities (Change Management),	No Knowledge or less than 3 years: 2 Points 3-10 years: 5 Points More than 10 years: 8 Points		

Capability Architecture, Systems Architecture, Programme Management, IT systems requirements or equivalent.			
2. University degree level education (bachelor and/or master) in a relevant field (Computer Science and Electrical Engineering, Information Sciences and Technology, Mathematics, Business Administration, etc.).	Degree – 7 Points  No Degree – 0 Points		
3. Knowledge of the TOGAF model, preferably version 9.2 (although previous versions are acceptable).	No Knowledge: 1 Points Only Knowledge: 2 Points Knowledge & 1-3 years Experience: 5 Points More than 3 years experiences: 8 Points		
4. Experience with NATO Architecture	No Knowledge: 1 Points Only Knowledge: 2 Points		

	Framework or other defence frameworks, like DoDAF, MoDAF, etc.	Knowledge & 1-3 years Experience: 5 Points More than 3 years experiences: 8 Points		
5.	Experience with ArchiMate or equivalent modelling language	No Knowledge: 2 Points Only Knowledge: 3 Points Knowledge & 1-3 years Experience: 6 Points More than 3 years experiences: 8 Points		
6.	Ability to participate effectively in high-level discussions, workshops, panels, etc. and prepare professional, high quality documents for review.	No Knowledge or less than 3 years: 2 Points 3-10 years: 5 Points More than 10 years: 8 Points		
7.	Ability to participate effectively in high-level discussions, workshops, panels, etc. and prepare professional, high quality documents for review.	Yes - 5 Points No – 1 Point		
8.	Knowledge of the software products to support the representation	No Knowledge: 2 Points Only Knowledge: 3 Points Knowledge & 1-3 years Experience: 6 Points More than 3 years experiences: 8 Points		

of the architectures using Data Science and Business Intelligence (including Semantic Wiki) techniques.			
9. Demonstrable experience (3 years or more) in Software Development, to include XML language and web-based frameworks.	Less than 3 years: 0 Points 3-5 years: 3 Points 5-10 years: 6 Points More than 10 years: 8 Points		
10. Demonstrable experience (3 years or more) in Business Intelligence and Reporting techniques.	Less than 3 years: 0 Points 3-5 years: 3 Points 5-10 years: 6 Points More than 10 years: 8 Points		
11. Knowledge of NATO, its organisational structure and previous experience working in an international organisation.	No Knowledge or less than 3 years: 2 Points 3-10 years: 6 Points More than 10 years: 8 Points		
12. Experience working in defence environments or previous	No Knowledge or less than 3 years: 2 Points 3-10 years: 6 Points More than 10 years: 8 Points		

military experience.			
13. Familiarity and knowledge of the specific area of military capability requested (e.g. CIS, Cyber, MDO.)	No Knowledge: 2 Points Only Knowledge: 3 Points Knowledge & 1-3 years Experience: 6 Points More than 3 years experiences: 8 Points		

Programme Nuclear Command & Control (NC2) / Additional 2023 Workforce Requirements	ACT- 6215	One Labor Category  (37)	Total Candidates per TT:  1	Total Candidates for IFIB progress:  7
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## **LABOR CATEGORY 37: CONTRACTOR SUPPORT TO NATO NUCLEAR COMMAND & CONTROL (NC2) CAPABILITY PROGRAMME DEVELOPMENT, IMPLEMENTATION AND MANAGEMENT**

**Location:** Mons, Belgium (On-site)

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 March 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### **Background Information:**

Nuclear Consultation, Command & Control (NC3) capability development is aimed at addressing current and future NC3 needs. ACT, in coordination with SHAPE, will lead the NC3 Modernization via the NATO Common Funded Capability Delivery Governance Model (CFCDGM). The next major steps in the process is the development of the Operational Requirements Statement (ORS) and Capability Program Plan (CPP). The NC3 capability development programme also includes managing the ongoing legacy NC2 modernisation projects. The legacy NC2 modernisation projects will provide robust, secure, agile and survivable C2 systems, services and C2-related static and deployable infrastructure for the NATO Command Structure, at strategic, operational and tactical level. The required contractual assistance will support the ongoing legacy NC2 modernisation projects.

The current NC2 Programme constitutes the first increment for modernization and innovation of NC2 capabilities, providing enhanced Information Services for planning, targeting and reporting, addressing selected DOTMLPFI aspects of high priority to advance effectiveness, responsiveness, survivability and sustainability of NATO's NC2 capabilities and to strengthen coherence between nuclear and non-nuclear exercises and operations in support of NATO's core missions. The programme will be reviewed and adapted in a dynamic fashion to address emerging operational requirements, articulated by the Capability Requirements Authority.

ACT will be responsible for tasks such as programme development across the DOTMLPFI spectrum in accordance with the defined requirements, programme and project management throughout the full capability life cycle in accordance with the NATO capability delivery processes and will support the elicitation of NC3 requirements to address emerging challenges in the dynamic operational environment for the NATO nuclear deterrence mission.

The scope of work for the development, implementation and management of the NC2 capability programme will include requirement elicitation in collaboration with stakeholders, the full spectrum of programme and project management as stipulated in the NATO governance model for delivery of common funded capabilities, support to architecture development, a holistic lifecycle management, capability acceptance and the management of ongoing capability development efforts, for instance NC2 related Capability Packages.

The outputs include the delivery of programme management products in accordance with the NATO governance model for the delivery of common funded capabilities, programme management plans, products to address information requirements at the senior and governance levels, plans to enhance NATO NC2 capabilities in an incremental approach, based on the results of elicited requirements and coordination with the broad array of NC2 stakeholders in the NATO Command Structure and at NATO HQ.

### **Tasking:**

1. Provision of capacity and expertise in support of the development of Nuclear Command & Control (NC2) capability programme management products in accordance with the NATO governance model for the delivery of common funded capabilities across Doctrine, Organization, Training, Material, Leadership, Personnel, Facilities and Interoperability lines of development in a through

life cycle approach, based on the guidance of the ACT NC3 Capability Programme Director (PD) and Programme Coordinators (PC);

2. Support the ACT NC3 Capability Programme Director (PD) and Programme Coordinators in their programme management efforts, including the interaction with NC2 stakeholders at all levels, from strategic to tactical;
3. Support the interaction with NATO Agencies in context of the NC2 projects' implementation and validation of capabilities;
- 4.
5. Provision of methodological and analytical expertise to the NC2 Projects Team in support of the development and adaptation of the NC2 architecture, including communication infrastructure, networks, services and applications;
6. Provision of analytical expertise and advice to support the assessment of potential solution spaces to address operational requirements;
7. Support NC2 project Information Management in accordance with NC3 PD and PC guidance;
8. Performs additional tasks, as required by the COTR, related to the labour category

#### **Essential Qualifications:**

1. A University/ Bachelor's degree;
2. Three years of Programme/Project Management experience in the past ten years within a complex and dynamic environment, with a focus on military capability development;
3. Five years in the last fifteen in the field of capability development processes related to national/NATO military command and control at the development and/or acquisition phases;
4. Experience with the NATO/Allied Command Transformation procedural environment for capability development;
5. Background in the field of NATO nuclear deterrence policies and/or command & control of NATO nuclear operations.



## Annex A- Best Value Grading Matrix

Contractor's technical proposal will be assessed on the qualifications of the individual proposed to perform the work. Individual résumés will be measured against each of the criteria specified below in order to ascertain whether the individual 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 LC 37: CONTRACTOR SUPPORT TO NATO NUCLEAR COMMAND & CONTROL (NC2) CAPABILITY PROGRAMME DEVELOPMENT, IMPLEMENTATION AND MANAGEMENT

Company Name:

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> 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 50 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)
<b>PLEASE ENSURE TOTAL PTS EQUAL 100</b>			
1. University/ Bachelor's degree.	Yes - 10 Points No - 0 Points		
2. 3 years of Programme/Project Management experience in the past 10 years within a complex and dynamic	Less than 1 year - 5 Points 1-3 years - 15 Points 3+ years - 25 points		

environment, with a focus on military capability development.			
3. 5 years in the last 15 in the field of capability development processes related to national/NATO military command and control at the development and/or acquisition phases.	Less than 1 year - 5 Points 1-5 years – 15 Points 5+ years - 25 points		
7. Experience with the NATO/Allied Command Transformation procedural environment for capability development.	Yes - 20 Points No - 1 Points		
8. Background in the field of NATO nuclear deterrence policies and/or command & control of NATO nuclear operations.	Yes - 20 Points No - 1 Points		

## **STRATEGIC PLANS & POLICY:**

Programme Global Picture and Strategy Development / Additional 2023 Workforce Requirements	ACT-6243	Two Labor Categories (38-39)	Total Candidates per TT:  2	Total Candidates for IFIB progress:  9
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### **LABOR CATEGORY 38: NSD-S HUB POC Analyst**

**Location:** JFC-NP, Naples, Italy (On-site)

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 March 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

#### **Background Information:**

HQ SACT is seeking contract support for NSD-S HUB Analyst position. The NSD-S HUB Analyst post is to make the connection between HQ SACT and NSD-S HUB for mutual benefits. Key areas of work include increasing ACT's understanding of the regional dynamics of North Africa, the Middle East, the Sahel, Sub-Saharan and adjacent areas. Incumbent work includes reporting and providing information of new developments regarding strategic level in that area as well as promoting HQ SACT inputs and supporting the development of regional approaches. The Contractor shall perform under the direction of the COTR.

- Acting as focal liaison point with NSD-S HUB and ACT SPP STRTPLP.
- Developing and maintaining the NSD-S database.
- Report to the SPP STRTPLP Branch Head regarding ACT related issues.
- Interact with ACT Directorates and Branches to exchange information and knowledge, regarding HUB functions supporting: policy, ETEE and capability development providing respectively understanding of the South security environment, activities and engagements.
- Update ACT on HUB deliverables related to its responsibilities.
- Utilize, exploit and manage ACT products to support HUB activities and deliverables.
- Engage with NSD-S Hub stakeholders providing ACT point of view.
- Preserve ACT's direct relationships with the HUB.
- Support Hub utilization of ACT and NATO Experimentation, Doctrine and Concept development, and Operational Analysis.
- Ensure the Hub has full access to ACT online products.

Requesting projects/studies from NSD-S HUB via Knowledge Production Plan (KPP) on behalf of ACT.

#### **Tasking:**

1. Acting as focal liaison point with NSD-SNHUB and ACT SPP STRTPLP.
2. Developing and maintaining the NSD-S database.
3. Report to the SPP STRTPLP Branch Head regarding ACT related issues.

4. Interact with ACT Directorates and Branches to exchange information and knowledge, regarding HUB functions supporting: policy, ETEE and capability development providing respectively understanding of the South security environment, activities and engagements.
5. Update ACT on HUB deliverables related to its responsibilities.
6. Utilize, exploit and manage ACT products to support HUB activities and deliverables.
7. Engage with NSD-S Hub stakeholders providing ACT point of view.
8. Preserve ACT's direct relationships with the HUB.
9. Support Hub utilization of ACT and NATO Experimentation, Doctrine and Concept development, and Operational Analysis.
10. Ensure the Hub has full access to ACT online products.
11. Requesting projects/studies from NSD-S HUB via Knowledge Production Plan (KPP) on behalf of ACT.
12. Performs additional tasks as required by the COTR related to the LABOR category.

#### **Essential Qualifications:**

1. College degree or similar national academic qualification is required. 5 years of equivalent military or professional experience in a policy or similar environment can be used as a substitute(s) for a university degree
2. Portfolio, Programme and Project management (P3) and Senior Officer Policy Courses are desirable
3. Ability to work independently, proactively, and resourcefully on several tasks at one time with minimum supervision.
4. Present a mature, professional appearance; interact well with others in International environment.
5. Advanced knowledge of word processing and project management.
6. Previous experience working with Flag/General Officers or equivalent is desirable.
7. Foreign Language proficiency, particularly French is desirable.
8. Ability to work outside of normal working hours to include weekends and evenings, often on short notice
9. Experience in an international military or governmental agency policy environment.
10. Experience on major joint or international military staff that includes planning of high-level events such as: Conferences, Exercises, Seminars, Workshops (Preferably within NATO).
11. Familiarity with NATO Plans and Policies.
12. Excellent organizational and communication skills.
13. Experience in managing complex schedules.
14. Ability to work independently, proactively, and resourcefully on several tasks at one time with minimum supervision.
15. Present a mature, professional appearance; interact well with others in International environment.
16. Advanced knowledge of database software.

17. Previous experience working with Flag/General Officers or equivalent is desirable.
18. Foreign Language proficiency, particularly French is desirable.

## Annex A- Best Value Grading Matrix

Contractor's technical proposal will be assessed on the qualifications of the individual proposed to perform the work. Individual résumés will be measured against each of the criteria specified below in order to ascertain whether the individual 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 LC 38: NSD-S HUB POC Analyst

Company Name:

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		



Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of <b>50 Points</b> in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

<b>Item</b>	<b>Range</b> Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. <b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b> <b>ANY SCORE OF ZERO IS NONCOMPLIANT</b>	<b>Page, Paragraph and Line Number</b> referencing where candidates meet the criteria and how.	<b>Score</b> (100 pts possible)
<b>PLEASE ENSURE TOTAL PTS EQUAL 100</b>			
1. Demonstrated experience in military and corporate, government, or academic environment in analysis in the area of international	Less than 2 years: 0 Points 2 to 3 years: 10 Points 3 to 4 years: 15 Points Above 4 years: 20 Points		

relations and security studies.			
2. Staff experience with counter terrorism plans and policy at strategic level.	<p>Less than 2 years: 0 Points</p> <p>2 to 3 years: 3 Points</p> <p>3 to 4 years: 5 Points</p> <p>Above 4 years: 15 Points</p>		
3. Master's degree or higher in political science, international studies, security studies, military science, and operations research is preferred. Master's degree can be substituted with a Bachelor's degree and appropriate level of experience in fields linked to NSD-S HUB Analyst as described above.	<p>Bachelors w/ less than 2 years: 5</p> <p>Bachelors with 3 or more year: 10</p> <p>Masters degree: 20</p> <p>PhD: 30</p>		

4. A solid background in policy/strategy analysis and the associated staff work 2 years minimum.	Less than 2 years: 0 2 to 3 years: 3 3 to 4 years: 5 Above 4 years: 15		
5. Previous experience, 2 years minimum, in an international organization / governmental organization, preferably NATO experience at strategic level.	Non NATO government/international experience: 5 NATO experience: 10		
6. Foreign Language proficiency is desirable. (Particularly French)	<3 years: 2 3-5 years: 3 6-7 years: 5 8+ years: 10		

## **LABOR CATEGORY 39: NSD-S HUB POC Transformational Analyst**

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

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 March 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### **Background Information:**

HQ SACT is seeking contract support for NSD-S HUB Transformational Analyst position. The NSD-S HUB post is to make the connection between HQ SACT and NSD-S HUB for mutual benefits. Key areas of work include increasing ACT's understanding of the regional dynamics of North Africa, the Middle East, the Sahel, Sub-Sahara and adjacent areas. Incumbent work includes reporting and providing information of new developments regarding strategic level in that area as well as promoting HQ SACT inputs and supporting the development of regional approaches. The Contractor shall perform under the direction of the COTR.

- Acting as liaison point with NSD-S HUB and ACT SPP STRTPLP.
- Developing and maintaining the NSD-S database.
- Interact with ACT Directorates and Branches to exchange information and knowledge, regarding HUB functions supporting: policy, ETEE and capability development providing respectively understanding of the South security environment, activities and engagements.
- Update ACT on HUB deliverables related to its responsibilities.

- Utilize, exploit and manage ACT products to support HUB activities and deliverables.
- Engage with NSD-S Hub stakeholders providing ACT point of view.
- Support analyst to preserve ACT's direct relationships with the HUB.
- Support Hub utilization of ACT and NATO Experimentation, Doctrine and Concept development, and Operational Analysis.
- Ensure the Hub has full access to ACT online products.
- Support analyst in requesting projects/studies from NSD-S HUB via Knowledge Production Plan (KPP) on behalf of ACT.

#### **Tasking:**

1. Acting as liaison point with NSD-S HUB and ACT SPP STRTPLP.
2. Developing and maintaining the NSD-S database.
3. Interact with ACT Directorates and Branches to exchange information and knowledge, regarding HUB functions supporting: policy, ETEE and capability development providing respectively understanding of the South security environment, activities and engagements.
4. Update ACT on HUB deliverables related to its responsibilities.
5. Utilize, exploit and manage ACT products to support HUB activities and deliverables.
6. Engage with NSD-S Hub stakeholders providing ACT point of view.
7. Support analyst to preserve ACT's direct relationships with the HUB.
8. Support Hub utilization of ACT and NATO Experimentation, Doctrine and Concept development, and Operational Analysis.
9. Ensure the Hub has full access to ACT online products.
10. Support analyst in requesting projects/studies from NSD-S HUB via Knowledge Production Plan (KPP) on behalf of ACT

#### **Essential Qualifications:**

1. College degree or similar national academic qualification is required. 5 years of equivalent military or professional experience in a policy or similar environment can be used as a substitute(s) for a university degree.
2. Ability to work independently, proactively, and resourcefully on several tasks at one time with minimum supervision.
3. Present a mature, professional appearance; interact well with others in International environment.
4. Working knowledge of word-processing, spreadsheet, and graphics software.
5. Advanced knowledge of database software.
6. Previous experience working with Flag/General Officers or equivalent is desirable.
7. Foreign Language proficiency, particularly French is desirable.
8. Ability to work outside of normal working hours to include weekends and evenings, often on short notice
9. Experience in an international military or governmental agency policy environment.
10. Demonstrated experience on major joint or international military staff that includes planning of high-level events such as: Conferences, Exercises, Seminars, Workshops (Preferably within NATO).
11. Familiarity with NATO Plans and Policies.
12. Excellent organizational and communication skills.
13. Experience in managing complex schedules.
14. Previous experience on major joint or international military staff.
15. Working Knowledge of Centralized NATO Automated Financial System (CNAFS) or other comparable Oracle system, such as the Standard Procurement System (SPS) in the US.

## Annex B

### Requirements Matrix

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

#### Best Value Criteria for LABOR CATEGORY 39: Counter Hybrid and CYBER Threats Advisor

Company Name:

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> 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 50 Points in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

Item	<p><b>Range</b></p> <p><b>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</b></p> <p><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b></p>	<p><b>Page, Paragraph and Line Number referencing where candidates meet the criteria and how.</b></p>	



	<b>ANY SCORE OF ZERO IS NONCOMPLIANT</b>		
1. Demonstrated experience in military and corporate, government, or academic environment in analysis in the area of international relations and security studies.	Less than 2 years: 0 2 to 3 years: 10 3 to 4 years: 15 Above 4 years: 20		
2. Staff experience with counter terrorism plans and policy at strategic level.	Less than 2 years: 0 2 to 3 years: 3 3 to 4 years: 5 Above 4 years: 15		
3. Master's degree or higher in political science, international studies, security studies, military science, and	Bachelors w/ less than 2 years: 5 Less than 3 years: 10 Masters degree or Bachelors w/more than 3 years: 20 PhD: 30		

operations research is preferred. Master's degree can be substituted with a Bachelor's degree and appropriate level of experience in fields linked to NSD-S HUB Transformational Analyst as described above.			
4. A solid background in policy/strategy analysis and the associated staff work 2 years minimum.	Less than 2 years: 0 2 to 3 years: 3 3 to 4 years: 5 Above 4 years: 15		
5. Previous experience, 2 years minimum, in an international organization / governmental	Non NATO government/international experience: 5 NATO experience: 10		

organization, preferably NATO experience at strategic level.			
6. Extended knowledge of NATO Counter Terrorism process and plans.	Less than 2 years: 0 Above 2 years: 10		



Programme Defence Planning / Additional 2023 Workforce Requirements	ACT-6247	One Labor Category (40)	Total Candidates per TT: 1	Total Candidates for IFIB progress: 10
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## LABOR CATEGORY 40: SENIOR CONTRACTOR SUPPORT TO DEFENCE PLANNING – DATA BASE CONTENT ANALYSIS AND PROCESSING

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

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 March 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### Background Information:

The ACT DPI Branch requires a contractor as a Database Content Specialist to support the integration of the Warfare Development Agenda (WDA) and aspects of DDA and their subordinate plans as applicable into NDPP. Specifically, this contractor must have Subject Matter Expertise with the NDPP, working knowledge of the Warfare Development Agenda (WDA) and be able to use that expertise to identify actionable links between them and potentially links to DDA. He/she should be able to analyse the relevant data, input them in the data bases used in Defence Planning and implement those links in the CDSS-WDA/P tool.

The I&E Section is responsible for the development of CDSS tools and methods in support of the NDPP and WDA implementation. In satisfying this incentive, the contractor will provide specialized technical services for the analysis, processing and migration of existing and input of future data into CDSS to be utilized by NATO Staff Officers as well as National Defence Planners residing in their respective CHODs/MODs. The contractor will support the development of “use cases” for the utilization of existing and new tools and will perform testing of tools under development. Finally, the contractor will provide feedback to the programme developers on the interoperability between different NDPP steps as well as synergies with WDA and potentially DDA activities and investigate how other existing programs could benefit from CDSS data.

The I&MNS Section is responsible for the cross-functional coordination across HQ SACT, the International Staff - Defence Investment (IS-DI) and for close cooperation with defence planners (SACTREPEUR, Staff Element Europe (SEE), Nations, and other agencies (EU, MLCC and etc.)). The contributions made by this contractor will comprise of specialist technical services, which, together with the efforts of HQ SACT staff, will enhance the links between Step 4 of the NATO Defence Planning Process and the Warfare Development Agenda (WDA). These contributions will improve ACT’s support to Nations and improve NATO - EU cooperation related to WDA goals.

### **Tasking:**

1. In preparing for and executing these tasks, the two ACT POCs with whom the contractor shall liaise closely are COL Bruno VAN LOO, Section Head I&MNS, and LtCol Carmelo ALBA, Section Head I&E.
2. In addition to the support mentioned in paragraphs 2 and 3, the Database Content Specialist (DCS) specific tasks will consist of :
  - a. Supporting the Integration and Engineering section for the CDSS programme development. Organize and prepare data for the migration of database content from various databases. This also includes the multimedia files required for the help system, for support to all steps of NDPP and the WDA/DDA applications. Some specific requirements are as follows:
    - i. Step 1: Support DPPA in the upload and assignment of documents and associated key topics.
    - ii. Step 4: Support Domain Managers and the International Staff Defence Investment (IS/DI) CNAD Committee Secretaries, with the goal to facilitate NDPP integration.
    - iii. WDA/DDA: Support the development of WDA and DDA modules to manage on-going activity, linkages between the WDA/DDA and the NDPP and other NATO activities to provide proper oversight and transparency.
    - iv. When required, support the execution of training to appropriate NATO Staff Officers.
3. Assists COTR in coordinating with the CDSS developers to establish and maintain appropriate linkages of the individual multinational programs (SD, FNC, PESCO, Multinational Capability Development Campaign (MCDC) and the WDA/DDA LOD

milestone/deliverables to all appropriate steps of the NDPP to include IS/DI Step 4 roadmaps based on DOTMLPFI and other areas where ACOS SPP/Defence Planning Integration Branch deems necessary.

4. Support Defence Planning Division providing analysis of the apportionment of national targets to identify the links to WDA/DDA and potential ongoing and future multinational capability development opportunities for each Nation's future Step-3 bilateral conferences.
5. Provide administrative and SME Support to the I&MNS Section in the analysis of the NDPP Steps such as the Step 3 Capability Target Packages and the Step 5 Defence Planning Capability Survey (DPCS) replies for the identification, promotion and execution of new Multinational Projects implementation.

#### **Essential Qualifications:**

1. Bachelor degree from an accredited University or extensive operational planning experience.
2. Graduated from the NATO Defence Planning Course - ***desired, but not required qualification***.
3. 3 years experience in data analysis and processing.
4. 3 years experience of Defence Planning on the Strategic level (National and/or Multinational, but multinational is preferred).
5. 2 years experience of the NATO Defence Planning Process.
6. Experienced on planning and operational experience at the multi-national level.
7. Experience with Capability Development Support and Synthesis (CDSS Tool)
8. Experience in defence planning, Multinational Capability Development and familiarity with the NATO Warfighting Capstone Concept (NWCC) and the Warfighting Development Agenda (WDA).
9. Have a capacity for independent conceptual analysis of issues affecting the Alliance's defence capabilities.

## Annex A- Best Value Grading Matrix

Contractor's technical proposal will be assessed on the qualifications of the individual proposed to perform the work. Individual résumés will be measured against each of the criteria specified below in order to ascertain whether the individual 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 LC 40: SENIOR CONTRACTOR SUPPORT TO DEFENCE PLANNING – DATA BASE CONTENT ANALYSIS AND PROCESSING

Company Name:

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> 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 50 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)
<b>PLEASE ENSURE TOTAL PTS EQUAL 100</b>			
1. Bachelor degree from an accredited University or extensive operational planning experience.	No = 0 Points Yes = 5 Points		
2. Graduated from the NATO Defence Planning Course -	No = 0 Points Yes = 5 Points		



desired, but not required qualification			
3. 3 years experience in data analysis and processing	<3yrs = 0 Points 3-4yrs = 10 Points >4yrs = 15 Points		
4. 3 years experience of Defence Planning on the Strategic level (National and/or Multinational, but multinational is preferred)	<3yrs = 0 Points 3-4yrs = 15 Points >4yrs = 20 Points		
5. 2 years experience of the NATO Defence Planning Process: Multinational Capability Development and familiarity with the NATO Warfighting Capstone Concept (NWCC) and the Warfighting Development Agenda (WDA)	<2yrs = 0 Points 2-4yrs = 15 Points >4yrs = 25 Points		
6. Experience on planning and operational experience at multi-national level	<1yrs = 0 Points 1-3yrs = 5 Points >3yrs = 10 Points		
7. Experience with Capability Development Support and Synthesis (CDSS Tool)	1-2yrs = 5 Points 2-3yrs = 10 Points >3yrs = 20 Points		
8. Have a capacity for independent conceptual analysis of issues affecting the Alliance's defence capabilities	No = 0 Points Yes = 5 Points		

HQ SACT GENERAL TERMS AND CONDITIONS DATED 01/26/2022 ARE APPLICABLE TO THIS PROCUREMENT AND CAN BE LOCATED ON THE ACT WEBSITE AT [WWW.ACT.NATO.INT/CONTRACTING](http://WWW.ACT.NATO.INT/CONTRACTING) UNDER **CONTRACTOR INFORMATION**. In addition, Personnel are expected to conduct themselves in accordance with the current NATO Code of Conduct agreed by the North Atlantic Council (NAC), and thus display the core values of integrity, impartiality, loyalty, accountability, and professionalism.