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

# Invitation For International Bidding

# IFIB-ACT-SACT-25-01

# Part C

# Capability Development Management Support (CMDS)

| LC# | POSITION TITLE | PRIMARY LOCATION | NUMBER OF CANDIDATES |
|---|---|---|---|
| 10 | DATA SCIENTIST/AI ENGINEER (FOCUS WARGAMING INTEGRATION) | Norfolk, VA | 1 |
| 13 | INFORMATION ENVIRONMENTAL OFFICER | Norfolk, VA | 2 |
| 14 | DEMONSTRATION TEAM COMMUNICATION PROFESSIONAL | Norfolk, VA | 1 |
| 15 | DEMONSTRATION TEAM TECHNICAL PROFESSIONAL | Norfolk, VA | 1 |
| 16 | SOCIAL MEDIA COORDINATOR | Norfolk, VA | 1 |
| 17 | PROTOCOL SPECIALIST | Norfolk, VA | 1 |
| 18 | BUSINESS CONTINUITY MANAGEMENT SYSTEM (BCMS) SUPPORT | Norfolk, VA | 1 |
| 19 | RUSSIA SUBJECT MATTER EXPERT | Norfolk, VA | 1 |
| 20 | CHINA SUBJECT MATTER EXPERT | Norfolk, VA | 1 |
| 21 | TERROR ORGANIZATION SUBJECT MATTER EXPERT | Norfolk, VA | 1 |

| 22 | SENIOR CONTRACTOR SUPPORT TO ACT OFFICE OF INTERNAL AUDIT | **Norfolk, VA** | **1** |
|----|-----------------------------------------------------------|-----------------|-------|
| 23 | ONBOARDING AND LEARNING SUBJECT MATTER EXPERT | **Norfolk, VA** | **1** |
| 24 | CONTRACTOR SUPPORT TO MICROSOFT PROJECT (SERVER) ANALYSIS | **Norfolk, VA** | **1** |

## Table of Contents

# BIDDING INSTRUCTIONS

1. **General**

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

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

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

2. **Classification**

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

3. **Definitions**

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

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

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

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

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

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

   g. The term "ACT" shall refer to Allied Command Transformation.

   h. The term "NATO" shall refer to the North Atlantic Treaty Organization.

   i. The term "days" as used in this IFIB shall, unless otherwise stated, be interpreted as meaning calendar days.

**4. Eligibility**

a. This IFIB is open to governmental or commercial entities:

b. Established in a North Atlantic Treaty Organization Alliance member nation.

c. Working in the required field of study and legally authorised to operate in the country and countries in which this contract is to be performed, at the time of bidding. Has performed the desired past performance including size, cost and scope, as described in this IFIB.

d. All proposed key personnel on this requirement must be citizens of a NATO member nation.

**5. Duration of Contract**

a. The contract awarded shall be effective upon date of award.

b. Period of Performance: **Refer to Annex A for Period of Performance for each Labor category.**

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

**6. Exemption of Taxes**

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

**7. Amendment or Cancellation**

a. HQ SACT reserves the right to amend or delete any one or more of the terms, conditions or provisions of the IFIB prior to the date set for bid closing. A solicitation amendment or amendments shall announce such action.

b. HQ SACT reserves the right to cancel, at any time, this IFIB either partially or in its entirety. No legal liability on the part of HQ SACT shall be considered for recovery of costs in connection to bid preparation. All efforts undertaken by any bidder shall be done considering and accepting, that no costs shall be recovered from HQ SACT. If this IFIB is cancelled, any/all received bids shall be returned unopened, per the bidder's request.

**8. Bidder Clarifications**

a. Prospective Bidders should seek clarification at their earliest convenience. Any explanation regarding the meaning or interpretation of this IFIB, terms, clause, provision or specifications, shall be requested in writing, from the Contracting Officer. All Contracting Officers listed on this IFIB must receive such requests via email for clarification no later than **26 March 2025.**

b. In lieu of a bidder's conference, HQ SACT invites bidders to submit technical and contractual questions not later than **26 March 2025.**

c. Information in response to all inquiries / requests for clarification to a prospective bidder shall be furnished to all prospective bidders at the following link: http://www.act.nato.int/contracting as a Question and Answer addendum. All such addendums and any necessary solicitation amendments shall be incorporated into this IFIB. Verbal Interpretations shall not be binding.

**9.    Bid Closing Date**

Bids shall be received at HQ SACT, Purchasing and Contracting Office, no later than **24 April 2025, 0900 hours, Eastern Standard Time, Norfolk, Virginia, USA.** No bids shall be accepted after this date and time. **No hard copy proposals will be accepted.** Please see Proposal Submission (paragraph 12) for more details.

**10.    Bid Validity**

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

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

**11.    Content of Proposal**

The proposal shall consist of two (2) separate documents (Technical / Price) sent via e-mail as per the instructions. No hard copy proposals will be accepted. The E-mailed documents shall be received no later than **24 April 2025, 0900 hours,** Eastern Standard Time, Norfolk, Virginia, USA.

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

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

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

2) The bidder's full name, address, Point of Contacts, Telephone, Fax number; Internet site;

3) Compliance statement (See Enclosure#2);

4) Past performance (See Enclosure #3);

5) List of key personnel.

6) Provision of technical volumes;

7) Compliance matrix (See Annex A to Statement of Work).

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

1) **Shall be in U.S. Dollar Currency.** Contractor may request payment post award in alternate currency based on agreed conversion rate.

2) Prices shall be on a **Firm Fixed Price Basis** and include any relevant discount schedule.

3) Provision of the price volumes (See Enclosure #4).

12. **Proposal Submission**

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

Technical proposal: **hqsact.techproposal@nato.int**

Price proposal: **hqsact.priceproposal@nato.int**

b. E-mail subjects shall include the solicitation information along with company name (for example: IFIB -ACT-SACT-25-01 Part C_Tech_ABC Inc. / IFIB -ACT- SACT-25-01 Part C_Price_ABC Inc.). Allow sufficient time in sending your submission should you encounter e-mail size challenges.

c. No verbal bids or verbal modifications or telephonic bids shall be considered.

d. It is the ultimate responsibility of a prospective bidder prior to submission that all proposal submissions are reviewed to ensure they meet the technical, contractual and administrative specifications and that offers meet the limitations and expressed conditions.

**13.    Late Proposals**

a. It is solely the bidder`s responsibility that every effort is made to ensure that the proposal reaches HQ SACT prior to the established closing date and time. No late bids shall be considered.

b. **A delay in an e-mail exchange due to server or size restrictions does not constitute a delay by NATO.**

**14.    Bid Withdrawal**

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

A bid withdraw will be annotated on the Contract Award Report.

**15.    Bid Evaluation**

a. The evaluation of bids and determination as to the responsiveness and technical adequacy or technical compliance, of the products or services requested, shall be the responsibility of HQ SACT. Such determinations shall be consistent with the evaluation criteria specified in the IFIB. HQ SACT is not responsible for any content that is not clearly identified in any proposal package.

b. HQ SACT reserves the right conduct pre-award discussions with proposed key personnel to accurately assess identified technical competencies. Discussions will be limited to scope of this IFIB and the evaluation criteria identified.

c. Proposals shall be evaluated and awarded taking into consideration of the following factors:

1) Successful administrative submission of bid packages as requested in paragraph 11 and as listed in this IFIB.

2) Successful determination of compliance. (Compliant/non-compliant).

3) Technical factors / pricing factors rated the following:
Technical / Price = 70/30 (Best Value).

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

4) The overall proposed hourly rates and the total hours indicated in the solicitation will be the basis of the Price Evaluation.

5) Technical clarifications as determined may be conducted.

6) Acceptance of HQ SACT General Terms and Conditions.

## 16. Proposal Clarifications

During the entire evaluation process HQ SACT reserves the right to discuss any bid clarify what is offered, interpret language within the bid, to resolve in potential areas of concern.

## 17. Award

a. HQ SACT intends to award a firm fixed price level of effort contract(s) to the Offeror(s) whose proposal(s) represents the Best Value offer to NATO. Partial awards are authorized.

b. HQ SACT will collect information from references provided by the Offeror in regard to its past performance. Contractors must provide authorization to contact references.

c. HQ SACT reserves the right to negotiate minor deviations to the listed General Terms and Conditions to this IFIB.

## 18. Communications

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

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

Tonya Bonilla, ACT Contracting Officer, 757-747-3575, tonya.bonilla@nato.int

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

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

## Enclosure 1: Proposal Content / Checklist

**PROPOSAL CONTENT / CHECKLIST**

<u>Table of Contents</u>

☐     Bidder's name, address, POC, Contact numbers, email address.

☐     Compliance Statement.

☐     Past Performance (including References).

☐     List of Key Personnel.

☐     Technical Proposal.

☐     Price Proposal (Excel worksheet – Enclosure 4 - provides mandatory price proposal format)

## Enclosure 2: Compliance Statement

### <u>COMPLIANCE STATEMENT TO SEALED BID IFIB-ACT-SACT-25-01 (Part C)</u>

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

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

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(If applicable, add another page)

Company: _____

Signature: _____

Name &Title:_____          Date: _____

Company Bid Reference: _____

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

## Enclosure 3: Past Performance Information Form

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

(a) Contracting Entity:

(b) Contract No:

(c) Type of Contract (Firm Fixed Price, IDIQ, Requirements):

(d) Title of Contract:

(e) Description of Work Performance and Relevance to Current
    Acquisition (Type of facility, capacity, estimated patronage,
    summary of staff used):

(f) Contract Dollar Amount:

(g) Period of Performance:

(h) Name, Address, Fax and Telephone No. of Reference:

(i) Indicate Whether Reference Acted as Prime or Sub-contractor:

(j) Comments regarding compliance with contract terms and conditions:

(k) Complete Contact Information for client:

(l) Permission to contact client for reference:  Yes  /  No


Name/Signature of Authorized Company Official: _____

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**This Enclosure is designed to assist the respective company provide HQ SACT with all necessary documents/information required. For clarification, please refer to bidding instructions in part 1 of subject solicitation.**

## Enclosure 4 – Mandatory Price Proposal Excel Spreadsheet

**Pricing shall be submitted using the excel workbook provided.** Bidders may elect to submit a second PDF proposal for pricing **if the excel workbook is provided as well.**
**Proposals not submitted in the proper format will not be considered.**

Formulas have been added for convenience; however, it is the company's responsibility to ensure that the formulas are correctly reflecting your expected bid proposal value.

## ANNEX A: STATEMENT OF WORK (SOW) FOR CAPABILITY DEVELOPMENT MANAGEMENT SUPPORT (CDMS) (25-01C)

**LABOR CATEGORY #10 – DATA SCIENTIST/AI ENGINEER (FOCUS WARGAMING INTEGRATION)**

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

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

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

Wargaming has been recognized by NATO as a critical tool for future warfare development. It is essential for planning and decision-making, simulating complex military scenarios to provide strategic, operational, and tactical insights. ACT is delivering wargaming capabilities for NATO, employing it wargaming to understand military challenges and explore new technologies and strategies. ACT aims to refine NATO's use of wargaming by integrating AI, thereby enhancing its capabilities and accelerating AI adoption.

The contractor will join the Data Science and AI Team, ACT's cross-functional hub for data science, data exploitation and Artificial Intelligence. This team facilitates collaboration, provide access to resources and expertise, ensuring efficient use of technologies. The AI Integrator will play a key role in supporting the seamless integration of AI into NATO's wargaming efforts and broader digital transformation initiatives.

**Number of Candidates**: One Candidate

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

**Period of Performance:**
Base Period: 28 April – 31 December 2025
Option Period One: 1 January 2026 – 31 December 2026,
Option Period Two: 1 January 2027 – 31 December 2027,
Option Period Three: 1 January 2028 – 31 December 2028,

**Taskings:**

1. Contribute to the integration of AI in NATO's warfare development efforts, particularly wargaming.

2. Collaborate with wargaming experts to identify key areas for AI enhancement.

3. Support the development of a roadmap for AI integration into NATO wargaming.

4. Implement data collection and analysis methods for wargaming datasets.

5. Develop real-time analytics and visualizations to support decision-making during wargaming simulations.

6. Support human-machine teaming by integrating AI tools for enhanced collaboration.

7. Design and conduct experiments to test AI applications in wargaming scenarios.

8. Document and present findings from AI integration experiments.

9. Ensure data integrity and security in all AI-related wargaming activities, considering, for example, NATO's Principles of Responsible Use.

10. Provide technical guidance to wargaming experts on AI technologies.

11. Develop analytical reports summarizing AI-enhanced wargaming exercises.

12. Explore AI applications to automate administrative tasks.

13. Participate in workshops, conferences, and meetings to stay updated on AI technologies.

14. Support training development for NATO personnel on AI in wargaming.

15. Develop multimedia content, such as short videos for wargaming scenarios or preparatory materials and explore the use of AI technologies for video generation.

16. Willingness to travel up to 30 days per year for meetings, conferences and exercises.

17. Perform additional tasks as required by the COTR related to Data Science & AI integration.

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

**Essential Qualifications**

1. University degree in Data Science, Machine Learning (ML), Artificial Intelligence (AI), Computer Science, or a related field OR equivalent professional experience (minimum 4 years) in Data Science, ML, AI within the last 7 years, with at least 4 years focusing on AI capability integration (not pure development) in a professional environment (not including studies).

2.  At least 3 years of experience in integrating AI technologies into practical applications, particularly in decision-support, simulations, strategic planning, or operational analysis.

3.  Proficiency in AI and machine learning frameworks (e.g., TensorFlow, PyTorch, scikit-learn) and AI integration techniques (e.g., API deployment, model fine-tuning, reinforcement learning).

4.  Experience using generative AI models, in particular Large Language Models (LLMs), for simulations, decision-support, or interactive environments.

5.  Demonstrated experience (minimum of 3 years in the last 8 years) in data collection, analysis, and visualization using tools such as Python, R, Tableau, or Power BI for operational insights, scenario modelling, or AI-driven decision-support.

6.  Understanding of wargaming principles and ability to analyze, propose, and evaluate AI integration opportunities at strategic, operational, and tactical levels—without requiring prior wargaming experience.

7.  Ability to communicate complex concepts effectively to non-technical stakeholders.

8.  Proven ability to work collaboratively in cross-functional and interdisciplinary teams particularly in translating AI capabilities into solutions.

9.  Experience in managing AI-related projects, including planning, execution, evaluation and experimentation.

10. Ability to apply AI-driven multimedia tools (e.g., AI-generated video, interactive content, briefings) to enhance e.g. wargaming scenarios or decision-support.

11. Knowledge of data security principles and best practices.

12. Proven ability to design and apply AI solutions in dynamic environments, demonstrating adaptability, critical thinking, and problem-solving in AI deployment.

13. Awareness of and ability to address ethical or responsible use when deploying AI in sensitive environments (e.g., military, security).

## Requirements Matrix

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

**Best Value Criteria for LABOR CATEGORY #10 – INFORMATION ENVIRONMENT ASSESSMENT OFFICER**

Company Name:

Proposed Candidate Name:

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

**Each candidate shall have his/her own matrix.**

| Item | Compliant | Non-Compliant |
|---|---|---|
| Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW | | |
| Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent. | | |
| Active NATO or National SECRET (or higher) security clearance | | |
| Valid NATO Nation passport with no travel restrictions to NATO nations | | |
| Proficiency in the use of the Microsoft Office Tool suite and collaborative software | | |
| Minimum of **75 Points** in the Subject Matter Expert Criteria | | |
| **Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)** | | |

| Item | Range<br>**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.**<br>**Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.**<br>**ANY SCORE OF ZERO IS NONCOMPLIANT** | Page, Paragraph and Line Number referencing where candidates meet the criteria and how. | Score (120 Pts possible) |
|---|---|---|---|
| 1. University degree in Data Science, Machine Learning (ML), Artificial Intelligence (AI), Computer Science, or a related field OR equivalent professional experience (minimum 4 years) in Data Science, ML, AI within the last 7 years, with at least 4 years focusing on AI capability integration (not pure development) in a professional environment (not including studies). | - No Degree or Less than 4 years of Experience: 0 points<br>- Four years+ of Professional AI Experience (No Degree): 4-6 points<br>- Degree in AI/ML/Data Science but no real-world AI integration experience.<br>- Bachelor's Degree in AI/ML/Data Science with Experience: 4-6 points<br>- Master's Degree or higher in AI/ML/Data Science with Experience: 7-10 points | | |
| 2. At least 3 years of experience in integrating AI technologies into practical applications, particularly in decision-support, simulations, strategic planning, or operational analysis. | - No AI integration experience: 0 points<br>- 3+ years in AI but focused on development, not integration: 5 points<br>- 3+ years of direct AI integration in decision-support, simulations, or strategy applications: 10 points<br>- 5+ years of significant AI integration experience: 15 points | | |
| 3. Proficiency in AI and machine learning frameworks (e.g., TensorFlow, PyTorch, scikit-learn) and AI integration techniques (e.g., API deployment, model fine-tuning, reinforcement learning). | - No experience with AI/ML frameworks: 0 points<br>- Basic knowledge of AI frameworks but no hands-on application: 3 points<br>- Experience using at least one major framework (TensorFlow, PyTorch, scikit-learn) for AI integration: 6 points<br>- Proficient in multiple frameworks, including API deployment, model fine-tuning, or reinforcement learning: 8 points<br>- Expert-level proficiency, with experience deploying AI solutions using multiple techniques: 10 points | | |
| 4. Experience using generative AI models, in particular Large Language Models (LLMs), for simulations, decision-support, or interactive environments. | - Limited experience with generative AI: 1 point<br>- Basic understanding of LLMs but no real-world application: 3 points<br>- Applied LLMs to some extent but not in simulations/decision-making: 5 points | | |

NATO UNCLASSIFIED
IFIB-ACT-SACT-25-01

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|---|---|---|---|
| | - Strong experience in using LLMs for decision-support, simulations, or interactive AI applications: 8 points | | |
| 5. Demonstrated experience (minimum of 3 years in the last 8 years) in data collection, analysis, and visualization using tools such as Python, R, Tableau, or Power BI for operational insights, scenario modelling, or AI-driven decision-support. | - Limited experience in data analysis/visualization: 1 point<br>- Some experience but not applied to operational insights: 3 points<br>- 3+ years of experience with Python/R/Tableau/Power BI for scenario modelling or AI-driven decision-support: 6 points<br>- Proven track record of using data analytics in decision-support applications: 8 points | | |
| 6. Understanding of wargaming principles and ability to analyze, propose, and evaluate AI integration opportunities at strategic, operational, and tactical levels—without requiring prior wargaming experience. | - Limited understanding of wargaming or AI's role in it: 1 point<br>- Basic awareness of wargaming but no AI integration ideas: 3 points<br>- Can propose reasonable AI applications for strategic, operational, or tactical wargames: 5 points<br>- Strong ability to analyze wargaming and suggest multiple AI integration opportunities: 7 points | | |
| 7. Ability to communicate complex concepts effectively to non-technical stakeholders. | - Limited communication experience: 1 point<br>- Can explain technical concepts but only to technical audiences: 4 points<br>- Can effectively translate technical capabilities for military, operational, or strategic users: 7 points<br>- Exceptional communicator: 10 points | | |
| 8. Proven ability to work collaboratively in cross-functional and interdisciplinary teams particularly in translating AI capabilities into solutions. | - No experience working in interdisciplinary teams: 1 point<br>- Some cross-functional collaboration experience: 4 points<br>- Successfully worked in interdisciplinary settings: 7 points<br>- Strong track record of working across technical and operational teams: 10 points | | |
| 9. Experience in managing AI-related projects, including planning, execution, evaluation and experimentation. | - Limited project management experience: 1 point<br>- Some experience in AI projects but not as a lead or execution role: 4 points<br>- Managed multiple AI-related projects with clear results: 7 points<br>- Proven AI project leader, successfully executing AI-driven transformation: 10 points | | |
| 10. Ability to apply AI-driven multimedia tools (e.g., AI-generated video, interactive content, briefings) to enhance e.g. wargaming scenarios or decision-support. | - Limited experience with AI-generated media: 1 point<br>- Some familiarity with AI-generated videos or interactive content: 3 points<br>- Successfully applied AI multimedia tools in relevant settings: 5 points | | |

| 11. Knowledge of data security principles and best practices. | - Limited knowledge of security best practices: 1 point<br>- Moderate understanding of security risks and best practices: 3 points<br>- Demonstrated experience in implementing secure solutions: 5 points | | |
| --- | --- | --- | --- |
| 12. Proven ability to design and apply AI solutions in dynamic environments, demonstrating adaptability, critical thinking, and problem-solving in AI deployment. | - Limited problem-solving experience: 1 point<br>- Ability to solve structured problems: 5 points<br>- Proven ability to develop solutions in dynamic environments: 10 points<br>- Highly adaptive, capable of applying AI in complex, evolving scenarios: 15 points | | |
| 13. Awareness of and ability to address ethical or responsible use when deploying AI in sensitive environments (e.g., military, security). | - Limited awareness of AI ethical principles and responsible use: 1 point<br>- Some understanding of responsible AI but no practical application: 3 points<br>- Strong understanding and experience implementing ethical/ responsible AI practices: 7 points | | |

## LABOR CATEGORY #13 – INFORMATION ENVIRONMENT ASSESSMENT OFFICER

**Background**
Headquarters Supreme Allied Commander Transformation Communications Branch advises the Commander and exercises the Commander's authority to achieve information activities and effects. It is responsible for directing, monitoring, assessing and coordinating communications staff functions.

Under the direction of Branch Head, Communications Branch, the successful bidder is to conduct analysis of the Information Environment (IE) and audiences, including assessments of communication and engagement activities performance to generate clear, holistic and actionable products for staff and decision makers. The contract deliverables are: Identify and monitor relevant media outlets, NGOs, IOs, academia and think tanks across all domains and conduct appropriate analysis and reporting (traditional and digital media - specifically social media).

The successful contractor must display a high degree of professionalism, technical expertise, organisational, coordination and communication skills in the performance of their duties. The successful contractor should have experience in media trend analysis and reporting as well as experience reporting on media themes/story lines that are linked to, or may influence, NATO and its activities.

The contractor will execute duties and functions requiring frequent internal and external professional contact including coordination and negotiation with senior civilian and military host nation authorities, media representatives, NGOs, IO's, think tanks and academics. The individual will be required to develop a network of contacts across these organisations that can be used to gain a comprehensive understanding of the information environment.

The work of the incumbent requires analysis, research and development of recommendations that affect the performance of and assessment of Command information objectives.

**Number of Candidates**: Two Candidates

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

**Period of Performance:**
Base Period: Contract Award – 31 December 2025
Option Period One: 1 January 2026 – 31 December 2026,
Option Period Two: 1 January 2027 – 31 December 2027,
Option Period Three: 1 January 2028 – 31 December 2028,

**Taskings:**

1. Identify specific narratives and their role in the IE, specifically about NATO activities and issues of concern; to include audiences that are of interest to NATO.

2. Identify key media stakeholders (operators, owners, financers) and their perception of NATO and its activities.

3. Assess and report on the effectiveness of HQ SACT and its subordinate communications.

4. Assess and report on the effectiveness of NATO adversary and competitor information efforts, particularly disinformation or propaganda campaigns, on NATO audiences, operations and activities.

5. Use historical data points to gauge the success of previous hostile Information Activities, identify Tactics, Techniques and Procedures (TTPs) and forecast their potential use in future hostile communications; Provide real time data insights to allow NATO communicators the ability to capitalize on NATO's own communications and mitigate the impact of hostile communications in the IE.

6. Prepare Strategic Command-level briefs on designated aspects of the Information Environment when required.

7. Provide support to NATO's comprehensive approach to crisis management operations.

8. Perform other duties as assigned by Director of Communication/STRATCOM adviser.

9. Undertake additional duties and assume other responsibilities as directed by the Chain of Command.


**Essential Qualifications**

14. A degree in a relevant field such as information technology, statistical analysis, or similar.

15. Minimum of 3 years' experience in communications assessments and marketing data analysis.

16. Minimum of 2 years' experience with statistical analysis and the use of analytical tools.

17. Minimum of 3 years' experience with attribution modelling and forecasting.

18. Minimum of 2 years' experience in analytical data interpretation and presentation

19. Working knowledge of how to conduct industry research, including methods in which to gather data on their audiences, how to track behaviours, preferences, and actions.

7. Proven knowledge of communication principles and practices, like how to promote a product or service, which channels to use, how to run campaigns, how to segment audiences, and more.

## 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 #13 – INFORMATION ENVIRONMENT ASSESSMENT OFFICER**

Company Name:

Proposed Candidate Name:

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

**Each candidate shall have his/her own matrix.**

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

| Item | Range<br>**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.**<br>**Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.**<br>**ANY SCORE OF ZERO IS NONCOMPLIANT** | Page, Paragraph and Line Number referencing where candidates meet the criteria and how. | Score (100 Pts possible) |
|---|---|---|---|
| 1. A degree in a relevant field such as digital marketing, information technology, statistical analysis, or similar. | - No Degree: non-compliant: 0 points<br><br>- Associate degree in relevant field: 1-5 points<br><br>- Bachelor's/Master's Degree in relevant field: 6-10 points | | |
| 2. The successful candidate will provide a demonstration of the IEA tools and reports they provide and score those reports. | - No demo/reports submitted: 0<br><br>- Demo/reports submitted: **1** – 25 points | | |
| 3. Minimum of 3 years' experience in communications assessments and marketing data analysis. | - Less than 3 years: 0 Points<br><br>- 3+ years: 1-10 Points<br><br>- 7+ years: 11-15 points | | |
| 4. Minimum of 2 years' experience with statistical analysis and the use of analytical tools. | - Less than 2 years: 0 points<br><br>- 2-5 years: 1-10 points<br><br>- 5+ years: 11-15 points | | |
| 5. Minimum of 3 years' experience with attribution modelling and forecasting. | - Less than 3 years: 0 points<br><br>- 3+ years: 1-10 points | | |
| 6. Minimum of 2 years' experience in analytical data interpretation and presentation. | - Less than 2 years: 0 points<br><br>- 2+ years: 1-10 points | | |

| | | | |
|---|---|---|---|
| 7. Working knowledge of how to conduct industry research, including methods in which to gather data on audiences, how to track behaviours, preferences, and actions. | - No experience: 0 points<br><br>- 2+ years: 1-10 points | | |
| 8. Proven knowledge of communication principles and practices, how to promote a product or service, which channels to use, how to run campaigns, how to segment audiences. | - No experience: 0 points<br><br>- 2+ years: 1-5 points | | |

## LABOR CATEGORY #14 – DEMONSTRATION TEAM COMMUNICATION PROFESSIONAL

**Background**
The NATO SACT Demonstration Team is a strategic initiative designed to showcase the transformative power of SACT's cutting-edge technologies and innovative solutions to a wide range of audiences, including NATO leadership, Nations, International Staff, Military and Civil Institutions, and external stakeholders. The Demo Team will employ a variety of formats to communicate SACT's work, including live demonstrations, simulations, interactive workshops, and digital platforms.

**Number of Candidates**: One Candidate

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

**Period of Performance:**
Base Period: Contract Award – 31 December 2025
Option Period One: 1 January 2026 – 31 December 2026
Option Period Two: 1 January 2027 – 31 December 2027
Option Period Three: 1 January 2028 – 31 December 2028

**Tasking**

1. **Craft Compelling Narratives**: Develop and write clear, concise, and persuasive messaging for a variety of audiences. Create compelling stories that align with Command goals, values, and brand identity. Tailor content to suit different media and audiences.

2. **Presentation Development**: Design and create engaging presentations for NATO leadership, Nations, NATO HQs, and external stakeholders and audiences. Develop visual and written content that enhances communication, captures attention, and effectively conveys key messages.

3. **Collaboration with Cross-Functional Teams**: Work closely with internal teams, including SMEs, public relations professionals, graphic designers, and videographers, to ensure cohesive messaging and creative assets that support campaigns, initiatives, and events.

4. **Brand Messaging Consistency**: Ensure all communications align with D&G and maintain a consistent voice across all channels, from media outreach to internal messaging and digital content

5. **Crisis Communication**: In times of crisis, assist in developing communication strategies that address issues quickly, transparently, and strategically, minimizing reputational damage

6. **Event Support and Communication**: Manage the communication needs for events, product launches, and other high-profile initiatives, ensuring messaging is clear, timely, and engaging for attendees, media, and general audiences.

7. **Develop press releases**, media advisories, and other communication materials to support event coverage.

8. **Manage media relations** and coordinate media interviews for SACT leadership and subject matter experts.

9. **Metrics and Reporting**: Monitor the success of event coverage, campaigns and engagements (collect data and analyze KPIs), track recipient satisfaction, and provide regular reports to leadership on the effectiveness of the demo team.

## Essential Qualifications

1. A degree in a relevant field such as Marketing, Communications, Public Relations, Journalism, or a related field.

2. Minimum of 3 years' experience in marketing, communications, public relations/public affairs.

3. Minimum of 3 years' experience with professional storytelling and engaging audiences

4. Minimum of 2 years' experience in crafting strategic, results-driven communications and campaigns.

5. Minimum of 2 years' working with cross-functional teams, including subject matter experts, graphic designers, videographers, and PR professionals

6. Proficiency with marketing and communication tools, and project management software, including management reporting.

7. Experience with managing and fostering relationships across all levels.

8. Experience with international organizations or multinational teams and working in a military or defense environment.

9. Knowledge of NATO structures and procedures.

10. Experience with video production and editing.

# Requirements Matrix

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

**Best Value Criteria for LABOR CATEGORY #14 – DEMONSTRATION TEAM COMMUNICATION PROFESSIONAL**

Company Name:

Proposed Candidate Name:

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

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

| Item | 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.<br><br>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.<br><br>ANY SCORE OF ZERO IS NONCOMPLIANT UNLESS OTHERWISE STATED | Page, Paragraph and Line Number referencing where candidates meet the criteria and how. | Score 100 |
|---|---|---|---|
| 1. A degree in a relevant field such as Marketing, Communications, Public Relations, Journalism, or a related field. | - No Degree: non-compliant: 0 points<br>- Associate degree in relevant field: 1 - 5 pts<br>- Bachelor's Degree in relevant field: 6 – 10 pts<br>- Master's Degree in relevant field: 11 - 20 pts | | |
| 2. Minimum of 3 years' experience in marketing, communications, public relations/public affairs. | - Less than 3 years: 0 Points<br><br>- 3+ years:  **1**  –  10 Points<br><br>- 7+ years: 11 - 20 points | | |
| 3. Minimum of 3 years' experience with professional storytelling and engaging audiences. | - Less than 3 years: 0 Points<br><br>- 3+ years:  **1**  –  10 Points<br><br>- 7+ years: 11 - 15 points | | |
| 4. Minimum of 2 years' experience in crafting strategic, results-driven communications and campaigns. | - Less than 2 years: 0 points<br><br>- 2-5 years: 1 - 5 points<br><br>- Over 5 years: 6 – 10 points | | |
| 5. Minimum of 2 years' working with cross-functional teams, including subject matter experts, graphic designers, videographers, and PR professionals. | - Less than 2 years: 0 points<br><br>- 2-5 years: 1 - 5 points<br>   Over 5 years: 6 - 10 points | | |
| 6. Proficiency with marketing and communication tools, and project management software, including management reporting. | - No experience: 0 points<br><br>- 2-3 years: 1 - 10 points<br><br>  -   Over 3 years: 11 – 15 points | | |

| 7. Experience with managing and fostering relationships across all levels. | - No experience: 0 points<br><br>- 2-3 years: 1 - 5 points<br><br>- Over 3 years: 6 – 10 points | | |
| --- | --- | --- | --- |

**LABOR CATEGORY #15 – DEMONSTRATION TEAM TECHNICAL PROFESSIONAL**

**Background**
The NATO SACT Demonstration Team is a strategic initiative designed to showcase the transformative power of SACT's cutting-edge technologies and innovative solutions to a wide range of audiences, including NATO leadership, Nations, International Staff, Military and Civil Institutions, and external stakeholders. The Demo Team will employ a variety of formats to communicate SACT's work, including live demonstrations, simulations, interactive workshops, and digital platforms.

**Number of Candidates**: One Candidate

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

**Period of Performance:**
Base Period: Contract Award – 31 December 2025
Option Period One: 1 January 2026 – 31 December 2026
Option Period Two: 1 January 2027 – 31 December 2027
Option Period Three: 1 January 2028 – 31 December 2028

**Taskings:**

1. **Product Demonstrations:** Lead and conduct live product demos (software, hardware, interactive workshops, concepts, simulations and virtual reality experiences), webinars and Online Courses for NATO HQs and entities, Nations, target audiences, and internal teams, showcasing the technical features and value of ACT's solutions.

2. **Technical Expertise:** Serve as the general subject matter expert (SME) on the technical aspects of the Command's products, providing in-depth insights during engagements, product evaluations, and pre-implementation activities.

3. **Collaboration with Cross-Functional Teams**: Work closely with product development, SMEs, and R&D teams to stay updated on new features, product improvements, and technical advancements to integrate into demos.

4. **Problem-Solving:** Address technical inquiries, troubleshoot issues, and offer solutions in real-time during demos and evaluations.

5. **Feedback Loop:** Track key performance indicators (KPIs) related to the success of demonstration activities. Gather feedback from audiences and relay insights to the product management team to inform future product development and enhancement.

6. **Customer Satisfaction:** Ensure a high level of recipient satisfaction throughout the demo and evaluation process, driving engagement and building trust with technical stakeholders.

7. **Metrics and Reporting**: Monitor the success of campaigns and engagements, track recipient satisfaction, and provide regular reports to leadership on the effectiveness of the demo team, including key findings, insights, and recommendations for improvement.

**Essential Qualifications**

1. A degree in a relevant field such as Engineering, IT, Marketing, or a related field.

2. Minimum of 3 years' experience in a technical role, such as engineering, IT, or scientific research.

3. Minimum of 3 years' experience in a customer-facing position, preferably in a technical account or solutions engineering role

4. Minimum of 2 years' experience in crafting and executing technical, results-driven communications and campaigns.

5. Minimum of 2 years' working with cross-functional teams, including subject matter experts, graphic designers, videographers, and PR professionals

6. Proficiency with explaining complex technical concepts to both technical and non-technical audiences.

7. Experience with managing and fostering relationships across all levels.

**Desirable Qualifications**

1. Experience with international organizations or multinational teams and working in a military or defense environment.

2. Experience with AI, virtual and augmented reality technologies.

3. Experience with data analysis and reporting.

4. Knowledge of NATO structures and procedures.

5. Fluency in multiple languages (e.g., French).

## 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 #15 – DEMONSTRATION TEAM TECHNICAL PROFESSIONAL**

Company Name:

Proposed Candidate Name:

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

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

| Item | Range<br>**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.**<br>**Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.**<br>**ANY SCORE OF ZERO IS NONCOMPLIANT** | Page, Paragraph and Line Number referencing where candidates meet the criteria and how. | Score (100 Pts possible) |
|---|---|---|---|
| 1. A degree in a relevant field such as Engineering, IT, Marketing, or a related field. | - No Degree: non-compliant: 0 points<br>- Associate degree in relevant field: 1-5 points<br>- Bachelor's Degree in relevant field: 6-10<br>- Master's Degree in relevant field: 11-20 points | | |
| 2. Minimum of 3 years' experience in a technical role, such as engineering, IT, or scientific research. | - Less than 3 years: 0 Points<br><br>- 3+ years: **1** – 10 Points<br><br>- 7+ years: 11-20 points | | |
| 3. Minimum of 3 years' experience in a customer-facing position, preferably in a technical account or solutions engineering role. | - Less than 3 years: 0 Points<br><br>- 3+ years: **1** – 10 Points<br><br>- 7+ years: 11-15 points | | |
| 4. Minimum of 2 years' experience in crafting and executing technical, results-driven communications and campaigns. | - Less than 2 years: 0 points<br><br>- 2-5 years: 1-5 points<br><br>- Over 5 years: 6-10 points | | |
| 5. Minimum of 2 years' working with cross-functional teams, including subject matter experts, graphic designers, videographers, and PR professionals. | - Less than 2 years: 0 points<br><br>- 2-5 years: 1-5 points<br><br>- Over 5 years: 6-10 points | | |
| 6. Proficiency with explaining complex technical concepts to both technical and non-technical audiences | - No experience: 0 points<br><br>- 2-3 years: 1-10 points<br><br>- Over 3 years: 11-15 points | | |
| 7. Experience with managing and fostering relationships across all levels. | - No experience: 0 points<br><br>- 2-3 years: 1-5 points<br><br>-   Over 3 years: 6-10 points | | |

## LABOR CATEGORY #16 – DIGITAL AND VIDEO PRODUCER

### Background

Headquarters Supreme Allied Commander Transformation Communications Branch advises the Commander and exercises the Commander's authority to achieve information activities and effects. It is responsible for directing, monitoring, assessing and coordinating communications staff functions.

Under the direction of Branch Head, Communications Branch, the successful bidder is to conduct analysis of the Information Environment (IE) and audiences, including assessments of communication and engagement activities performance to generate clear, holistic and actionable products for staff and decision makers. The contract deliverables are: Identify and monitor relevant media outlets, NGOs, IOs, academia and think tanks across all domains and conduct appropriate analysis and reporting (traditional and digital media - specifically social media).

The successful contract team must display a high degree of professionalism, technical expertise, organisational, coordination and communication skills in the performance of their duties. The successful bidder should have experience in media trend analysis and reporting as well as experience reporting on media themes/story lines that are linked to, or may influence, NATO and its activities.

The successful contract team will execute duties and functions requiring frequent internal and external professional contact including coordination and negotiation with senior civilian and military host nation authorities, media representatives, NGOs, IO's, think tanks and academics. The individual will be required to develop a network of contacts across these organisations that can be used to gain a comprehensive understanding of the information environment.

The work of the incumbent requires analysis, research and development of recommendations that affect the performance of and assessment of Command information objectives.

**Number of Candidates**: One Candidate

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

**Period of Performance:**
Base Period: Contract Award – 31 December 2025
Option Period One: 1 January 2026 – 31 December 2026
Option Period Two: 1 January 2027 – 31 December 2027
Option Period Three: 1 January 2028 – 31 December 2028

### Taskings:

1. Deliver the requisite digital products, video and imagery, to inform online audiences on HQ SACT's corporate Social Media channels. Current channels are Facebook, X, YouTube and LinkedIn but other channels, i.e. Instagram, are potential expansions.

2. Engage at all levels within HQ SACT and coordinate with Public Affairs and Corporate Communications in order to:

    a. Understand and deliver digital communication products against SACT priorities, SACT vision and intent, NATO Communications Strategy, and Command and Communications.

    b. Create visually stimulating, informed, targeted video products that demonstrate NATO's transformation and HQ SACT's added value to that transformation path.

    c. Match the video product and length to the value of the message.

    d. Use of Adobe Suite of Products, with high-level proficiency in Adobe Premiere, Adobe After Effects, Adobe Illustrator, Adobe Animate, Photoshop, Audition, and more.

    e. Assess reach and engagement on social media posts using these videos.

    f. Understand and apply social media best practices for video development in order to maximize engagements. Analyse and evaluate performance

    g. Make evidence-based recommendations for subsequent efforts

3. Attend meetings in order to source appropriate content for the above mentioned channels and steward branch engagement on Command wide initiatives.

4. Plan content, create posts, optimize content and technology.

5. Create graphics that complement the messaging.

**Essential Qualifications**

1. A diploma or degree in a relevant field such as digital marketing, animation, moving graphics, film and television production, or similar.

2. The successful candidate will demonstrate the ability to deliver content creation and narrative structure by providing three (3) examples of their OWN video work.

3. Minimum of 3 years' experience in the field developing visual support for communication campaigns.

4. Working knowledge of media and social platforms.

5. Working knowledge of graphic design.

6. Experience with photo and video production.

## Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. 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 #16 – DIGITAL AND VIDEO PRODUCER**

Company Name:

Proposed Candidate Name:

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

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

| Item | Range<br>**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.**<br>**Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.**<br>**ANY SCORE OF ZERO IS NONCOMPLIANT** | Page, Paragraph and Line Number referencing where candidates meet the criteria and how. | Score (100 Pts possible) |
|---|---|---|---|
| 1 . A diploma or degree in a relevant field such as digital marketing, animation, moving graphics, film and television production, or similar. | - No Degree or diploma: 0 points<br><br>- Degree or diploma from relevant field: 1 - 5 points | | |
| 2. The successful candidate will demonstrate the ability to deliver content creation and narrative structure by providing three (3) examples of their OWN video work. | - No work submitted: 0<br><br>- 1 example submitted: **1** – 25 Points<br><br>- 2 examples submitted: 26 - 50 points<br><br>- 3 examples submitted: 51 - 75 points | | |
| 3. Minimum of 3 years' experience in the field developing visual support for communication campaigns. | - Less than 2 years: 1 point<br><br>- 2-3 years: 2 - 3 points<br><br>- 3+ years: 4 - 5 points | | |
| 4. Working knowledge of media and social platforms. | - No experience: 0 points<br><br>- Less than 2 years: 1 - 2 points<br><br>- 3+ years: 3 - 5 points | | |
| 5. Working knowledge of graphic design. | - No experience: 0 points<br><br>- Less than 2 years: 1 - 2 points<br><br>- 3+ years: 3 - 5 points | | |
| 6. Experience with photo and video production. | - No experience: 0 points<br><br>- Less than 2 years: 1 - 2 points<br><br>- 3+ years: 3 - 5 points | | |

**LABOR CATEGORY #17 – PROTOCOL SPECIALIST**

**Number of Candidates**: One Candidate

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

**Period of Performance:**
Base Period: Contract Award – 31 December 2025
Option Period One: 1 January 2026 – 31 December 2026
Option Period Two: 1 January 2027 – 31 December 2027
Option Period Three: 1 January 2028 – 31 December 2028
Option Period Four: 1 January 2029 – 31 December 2029

**Taskings:**
The Contractor shall perform under the direction of the COTR the following duties that include, but are not limited to:
1. Acting as focal liaison point with Local Authorities.

2. Developing and maintaining the VIP database.

3. Planning, preparing, and executing all conferences, exercises, seminars, ceremonies, and VIP visits to HQ SACT.

4. Personally meeting and escorting visitors and dignitaries (as required) on their arrival and accompanying them through various phases of their visits.

5. Preparing and executing an effective and comprehensive DV programme. Responsible for creating schedules of events, including briefing arrangements, luncheons, ship and base tours, accommodations, transportation, and all details.

6. Providing advice and training on matters relating to the customs and regulations governing diplomatic formality, precedence, and etiquette.

7. Supporting the execution of numerous National Day Flag Raising Ceremonies, including coordination of Marine Corps and Band support, guests of honour, gifts, and various other details.

8. Maintaining alphabetical biography books of NATO officials and all DVs.

9. Serve as SME on all matters regarding protocol planning software applications inside the Protocol Branch and for events in support of HQ SACT mission requirements.

**Essential Qualifications**
1. Experience in the following:
   a. Experience in an international military or governmental agency protocol environment.

b. Experience on major joint or international military staff that includes planning of high-level events such as: Conferences, Exercises, Seminars, Ceremonies and high level visits (Preferably within NATO).
c. Familiarity with NATO Protocol standards.
d. Excellent organizational and communication skills.
e. Experience in managing complex schedules.
f. Experience in Management of electronic registration using Cvent.
g. Experience in Management of protocol software i.e. SocialTables.
h. Experience in Management of electronic seating plan drawing tools i.e. Autocad.
i. Experience on Database managing tools (Microsoft Access).

2. College degree or similar national academic qualification is required. 5 years of equivalent military or professional experience in a protocol or similar environment can be used as a substitute(s) for a university degree.

3. External of NATO Protocol Course Certificate desired, NOT essential.

## Other Considerations

1. Ability to work independently, proactively, and resourcefully on several tasks at one time with minimum supervision.

2. Present a mature, professional appearance; interact well with others in International environment.

3. Advanced knowledge of word processing, spreadsheet, project management, and graphics software.

4. Protocol Officer Course or equivalent formal training.

5. Portfolio, Programme and Project management (P3) course is desirable.

6. Previous experience working with Flag/General Officers or equivalent is desirable.

7. Foreign Language proficiency, particularly French is desirable.

8. Fluent in English (written and Oral).

9. Ability to work outside of normal working hours to include weekends and evenings, often on short notice.

10. Attendance at the NATO Protocol Course, NATO School of Oberammergau is mandatory in the first six months. Tuition and travel shall be provided and therefore not included in the bid price.

# Instructions for Submitting Video Interview to DropBox

## <u>INSTRUCTIONS FOR SUBMITTING VIDEO</u>

1. All interested bidders are required to submit a video. In the first part present themselves and why do they think they are the best choice for the place two (2) minutes. In the second part answering the three (3) questions below four (4) minutes.

2. Responses to each of the questions should be clear, concise. Video interview submission should not exceed longer than six (6) minutes in length.

3. Interviewees should treat this interview in a similar fashion as one that you would apply for in person in a business setting. Candidates should present themselves in a professional manner.

4. Video files should be sent in the mpeg/mpg4 format. File names shall be labelled:
   Company Name.First Name.Last Name.Position.
   Example: AcmeIndustries.John.Smith.ProtocolSpecialist.mp4

5. Files shall be sent to the following address:
   https://www.dropbox.com/request/xjLOvw3EDUChrlcEwqM3

6. Please email the contracting officers listed on this solicitation to confirm receipt of video file. Please allow up to 24 hours to respond.

   Interview Questions:

   a. NATO has 32 member nations. As the Protocol Officer, how could you organize the order of precedence between the Nations?

   b. During a Flag Raising Ceremony a national flag accidentally goes up up-side down. As the Protocol Officer responsible for the ceremony, what action do you take?

   c. A Minister from a NATO nation is visiting SACT. As the Protocol Officer in charge to organize the visit, which elements of support will you arrange in regard to the welcome, organization of logistical support and the visit program, taking in consideration the following details:

   1. Arrival on previous day and departing at 15:00;

   The ACT representation includes Flag and General Officers from France, Germany, United States of America, United Kingdom, Portugal, Norway, Italy.

## 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 #17 – PROTOCOL SPECIALIST**

Company Name:

Proposed Candidate Name:

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

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

| Item | Range<br>**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.**<br>**Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.**<br>**ANY SCORE OF ZERO IS NONCOMPLIANT** | Page, Paragraph and Line Number referencing where candidates meet the criteria and how. | Score (100 Pts possible) |
|---|---|---|---|
| 1. Experience working in an international military or governmental agency protocol environment. | - No Exp: 0 points<br>- <3 years:  2 points<br>- 3-5 years: 3 points<br>- 6-10 years: 4 points<br>- 11+ years: 5 points | | |
| 2. Experience on major joint or international military staff that includes planning of high-level events such as: Conferences, Exercises, Seminars, Ceremonies and High Level Visits. (Preferably NATO). | - No Exp: 0 points<br>- <3 years: 2 points<br>- 3-5 years: 3 points<br>- 6-10 years: 4 points<br>- 11+ years: 5 points | | |
| 3. Familiarity with NATO Protocol standards. | - No familiarity – 0 points<br><br>- Familiarity – 1-5 points | | |
| 4. Excellent professionalism, organization, and communication skills. | - Not Demonstrated – 0 points<br>- Demonstrated – 1-5 points | | |
| 5. Experience in managing complex schedules. | - No Exp: 0 points<br>- <3 years:2 points<br>- 3-5 years: 3 points<br>- 6-10 years: 4 points<br>- 11+ years: 10 points | | |
| 6. Experience in Management of electronic registration using CVent or another equivalent Protocol main tool. | - No Exp: 0 points<br>- <3 years: 2 points<br>- 3-5 years: 3 points<br>- 6-7 years: 5 points<br>- 8+ years: 10 points | | |

| | | | |
|---|---|---|---|
| 7. Experience in management of Protocol seating/check-in software i.e. Social Tables, OnArrival. | - No Exp: 0 points<br>- <3 years: 2 points<br>- 3-5 years: 3 points<br>- 6-7 years: 4 points<br>- 8+ years: 5 points | | |
| 8. Experience in Management of electronic drawing tools i.e. Autocad. | - No Exp: 0 points<br>- <3 years: 2 points<br>- 3-5 years: 3 points<br>- 6-7 years: 4 points<br>- 8+ years: 5 points | | |
| 9. Experience on Database managing tools (Microsoft Access). | - No Exp: 0 points<br>- <3 years: 2 points<br>- 3-5 years: 3 points<br>- 6-7 years: 4 points<br>- 8+ years: 5 points | | |
| 10. University degree or 5 years of equivalent military professional experience in a protocol or similar environment. | - Not Demonstrated: 0 points<br>- Demonstrated: 1-5 points | | |
| 11. External NATO Protocol Course Certificate. | - Not Provided – 0 points<br>- Provided – 1- 5 points | | |
| 12. Ability to work independently, proactively, and resourcefully on several tasks at one time with minimum supervision. | - Not Demonstrated: 0 points<br>- Demonstrated: 1-5 points | | |
| 13. Present a mature, professional appearance; interact well with others in International environment. (Based on submitted video from provided ceremony script example(English)) | - Not Demonstrated: 0 points<br>- Demonstrated: 1-5 points | | |
| 14. Project management | - Not Demonstrated: 0 points<br>- Demonstrated: 1-5 points | | |
| 15. Previous experience working with Flag/General Officers or equivalent | - Not Demonstrated: 0 points<br>- Demonstrated: 1-10 points | | |
| 16. Foreign Language proficiency (French preferred) | - Not Demonstrated: 0 points<br>- Demonstrated: 1-5 points | | |

| 17. Ability to work outside of normal working hours to include weekends and evenings, often on short notice. | ble: 0 points<br> - Acknowledged and able: 5 points | | |
|---|---|---|---|

**LABOR CATEGORY #18 – BUSINESS CONTINUITY MANAGEMENT SYSTEM (BCMS) SUPPORT**

**Background**
Business Continuity Management (BCM) has become essential as a result of an audit conducted by the International Board of Auditors on the ack of policies and standards for BC planning within NATO to ensure the continuous delivery of products and services.  This post will be instrumental and unique in providing the required support to the BC Staff Officer for the development and execution of the BC Plan.  The existing BC Plans are outdated, inaccurate, and have not been tested or exercised.  The lack of BCMS activity has made HQ SACT and subordinate commands non-compliant with ISO requirements and NATO directive.  This position is critical to supporting the BC program to meeting compliance and to assist with the Secretary General's expectation to achieve a World Class BC Program by 2030.

**Number of Candidates**: **1**

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

**Period of Performance:**
Base Period: on or about **1 May 2025** – 31 December 2025
Option Period One: 1 January 2026 – 31 December 2026
Option Period Two: 1 January 2027 – 31 December 2027
Option Period Three: 1 January 2028 – 31 December 2028
Option Period Four: 1 January 2029 – 31 December 2029

**Taskings:**

This SOW outlines the tasks and deliverables currently anticipated by the parties during the SOW term.  Upon approval, the contractor will provide HQ SACT the following services and products:

1. Assist the BC Staff Officer maintain the HQ SACT BCMS based on requirements of the NATO BCM Policy and International Standards outlined in ISO 22301 and ISO 22313.

2. Assist the BC Staff Officer in performing risk, threat, and dependency analysis to identify unacceptable levels of risk and single points of failure.

3. Assist the BC Staff Officer with the development and upkeep of BC Plans and Crisis Management Plans.

4. Assist the BC Staff Officer communicate BC Plans across directorates.

5. Assist the BC Staff Officer with developing proof of concept exercises to test BC Plans.

6. Assist the BC Staff Officer with scheduling and execution of BC Plan testing and exercising. This includes recording the event, participants, duration of test/exercise, and any other relevant information deemed necessary.

7. Assist the BC Staff Officer with the development of Lessons Identified and Lessons Learned documentation post BC Plan exercises.

8. Assist the BC Staff Officer with providing oversight and assistance to the HQ SACT subordinate commands to include providing mentorship and training, obtaining reports/inputs for ACT's participation in the Business Continuity Advisory Group (BCAG), compiling data for the annual BC Maturity Report and assisting with improving scores if possible.

9. Assist BC Staff Officer with upkeep of BC, Emergency Action, Incident Management policy, and training material to meet any audience or level of leadership.

10. Assist the BC Staff Officer with integration of Emergency Action Plans (EAP), Computer and Information System (CIS) Disaster Recovery Plan (DRP), and Incident Management Team (IMT) Pre-planned Responses (PPR) for seamless action and BC Plan implementation.

11. Assist the BC Staff Officer with documentation management from maintaining a document review schedule; keeping records of training, testing, exercising, and lessons learned from events; recording BC Working Group (BCWG) agenda, decisions, and outcomes; and any other documentation requirements.

12. Assist the BC Staff Officer with preparation, coordination, inventory, testing, and communicating of plans actioned by the IMT.

13. Make recommendations for program and process improvement to BC Staff Officer and Branch leadership, as available.

14. Be a Subject Matter Expert (SME) on BC projects, events, documentation, and partnerships.

15. Maintain the BC program functions even in absence of BC Staff Officer should the posting become vacant. The contractor will not have decision authority, but will report to, communicate, and coordinate efforts with the Section Head or Branch Head to maintain functions above required to keep the BC program compliant.


**Expected products.**

   A. One (1) comprehensive BC Plan and Crisis Management Plan that includes at a minimum:
         (1) An analysis of the threats faced by the HQ SACT and risks thereof;
         (2) A defined BC Risk Appetite by the HQ SACT Risk Manager;

(3) An analysis of the impact on NATO should key processes within HQ SACT be disrupted;
(4) One or more strategies to ensure availability of those resources;
(5) Plans for each strategy addressing:
   a. Preparation
   b. Initiation
   c. Execution
   d. Sustainment
   e. Recovery
(6) Awareness, education, training, exercises, and evaluation process for the plan;
(7) A lessons learn and continuous improvement process for the plan
B. One (1) Emergency Action Plan review, with updates as necessary, in line with BC Plans
C. Four (4) Workshops with each subordinate command (JFTC/JALLC/JWC)

**Essential Qualifications**

1. Certification or documentation of Business Continuity training.

2. At least 3 years of experience with a BCMS

3. NATO SECRET Security Clearance or national equivalent

4. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading and Writing) or equivalent

5. Skill in maintaining effective working relationships with both internal and external stakeholders to serve as primary or secondary point-of-contact for HQ SACT continuity program and projects.

6. Comprehensive knowledge of the full range of principles, concepts, and methodologies associated with BC program and project management.

7. Writing - Ability to prepare written documentation to transfer technical information about concepts, situations, products, services, or results to audiences with varying levels of technical knowledge.  Thorough understanding of grammar, sentence structure, and intended audiences to the process of reviewing, editing, or constructively critiquing a document, publication, or message.

8. Communication - Skill in clearly and effectively conveying information verbally to senior leadership.  Ability to deliver clear, effective communication and ability to take responsibility for understanding others.  Ability to ask appropriate questions.

9. Computer Skills - Has the knowledge and ability to use computers and related technology efficiently.  Proficient in Microsoft Office products (e.g. Word, PowerPoint, Excel, Access, Project, MS Teams, and SharePoint)

## Requirements Matrix

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

**Best Value Criteria for LABOR CATEGORY #18 – BUSINESS CONTINUITY MANAGEMENT SYSTEM (BCMS) SUPPORT**

Company Name:

Proposed Candidate Name:

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

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

| Item | Range<br>**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.**<br>**Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.**<br>**ANY SCORE OF ZERO IS NONCOMPLIANT** | Page, Paragraph and Line Number referencing where candidates meet the criteria and how. | Score (100 Pts possible) |
|---|---|---|---|
| 1. University Bachelor's degree or equivalent national academic qualification (*Master's degree is desired, not required*). | - Master's Degree in related field or STEM: 25 points<br><br>- Bachelor's Degree in directly related field: 25 points<br><br>- Bachelors Degree STEM (e.g. Science, Technology, Engineering, Mathematics): 20 points<br><br>- Degree in other discipline: 5 points<br><br>- No degree: 0 points (NON-COMPLIANT) | | |
| 2. Certification in Business Continuity discipline provided by a recognized national or international certification scheme. | - Advanced certification (e.g. Team leader, auditor or similar): 11 - 20 points<br><br>- Practitioner level: 3 - 10 points<br><br>- Foundation level: 1 - 2 points<br><br>- None – 0 points (NON-COMPLIANT) | | |
| 3. Education and training in Risk Management. | - Certification with Risk management experience provided by a recognized national or international certification scheme: 11 - 15 points<br><br>- Documented training in risk management: 2 - 10 points<br><br>- No documented training with Risk management: 1 point | | |
| 4. Proven work experience as a Business Continuity Practitioner or a similar role during the last four years. | - Last 4+ years:<br>1. As a Team Member: 1 - 7 Points<br>2. As a Team Leader: 8 - 15 Points<br><br>- 3 years:<br>1. As a Team Member: 1 - 3 Points<br>2. As a Team Leader: 4 - 6 Points | | |

| | | | |
|---|---|---|---|
| | - Less than 3 years: 0 Points (NON-COMPLIANT) | | |
| 5. Communication - Skill in clearly conveying information verbally to senior leadership.  Ability to deliver clear, effective communication and ability to take responsibility for understanding of others. | - Experience as a Manager, Team Leader, or Instructor: 6 - 10 points<br><br>- Evidence of briefing senior leadership or working groups: 2-5 points<br><br>- No experience briefing or teaching in any capacity: 1 point | | |
| 6. Writing - Ability to prepare written documentation transferring technical information about concepts, situations, products, services, or results to audiences with varying levels of technical knowledge. | - Experience as an administrative or technical Manager or technical writer: 11 - 15 points<br><br>- Experience as a Staff Officer or equivalent, generating memorandums, directives, or guidelines documents: 1 - 10 points<br><br>- No experience writing official documents: 0 points (Non-Compliant) | | |

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

**Number of Candidates**: One Candidate

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

**Period of Performance:**
Base Period: Contract Award – 31 December 2025
Option Period One: 1 January 2026 – 31 December 2026
Option Period Two: 1 January 2027 – 31 December 2027
Option Period Three: 1 January 2028 – 31 December 2028
Option Period Four: 1 January 2029 - 31 December 2029

**Taskings:**

1. Serve as subject matter expert (SME) on Russia, consultable on Eurasian affairs.

2. Coordinate external subject matter expertise on Russia in support of designated projects, ensuring alignment with the Tier approach to leverage knowledge across NATO and relevant external entities, mainly when such expertise is not resident within SACT HQ.

3. Assist in developing, coordinating, and advising on the implementations of WDA Lines of Delivery focused on the NWCC timeline and the strategic/operational challenges associated with Russia.

4. Conduct in-depth research and analysis on emerging threats, adversarial strategies, and technological advancements to inform the Red Team's activities and support NATO's decision-making processes.

5. Assist in drafting, reviewing, and finalizing Red Team reports, strategic analyses, and wargame evaluations to ensure high-quality deliverables that meet NATO standards.

6. Apply SME level analytic skills in order to recommend the actions required for a variety of ACT programs involving Russia.

7. Provide advice and assessments to validate the Russia planning inputs are strategically sound.

8. Provide reach back support to NATO HQ and ACT Directorates for planning activities, contingencies and exercise events relating to Russia.

9. Act as a liaison between the Red Team and other NATO entities, supporting coordination efforts, sharing intelligence, and ensuring alignment with broader NATO objectives and strategic initiatives.

10. Provide specialized operational and analytical support to the Red Team leader, offering insights and expertise to enhance the effectiveness of Red Team activities and outputs.

11. Develop and maintain a repository of Red Team knowledge, including best practices, lessons learned, and research findings. This ensures that the Red Team benefits from cumulative knowledge and continues to improve its effectiveness.

12. Support the development of Red Team personnel by identifying and sharing emerging trends, adversarial methodologies, and critical thinking strategies that enhance the team's capabilities.

## Essential Qualifications

1. Nationality of one of the NATO member countries.

2. A Master's Degree in a relevant discipline.

3. Demonstrated experience working with international teams.

4. Demonstrated experience in project management to include complex stakeholder management tasks. A PMP or its equivalent is required.

5. Proven ability to communicate effectively, both orally and in writing.

6. Demonstrated research experience in a relevant accredited academic institution or organization, or similar experience, related to the field or expertise.

7. Having lived or worked in the area of concentration if a regional caveat applies.

8. Possess experience in corporate, government or academic environment in analysis concerning international relations security studies, or similar.

9. Published work that demonstrates knowledge of regional political / geopolitical, human, and economical issues.

10. Demonstrated fluency in English.

11. Demonstrated fluency in regional field of expertise (Russia).

12. Understanding of NATO and its unique structure and work environment.

13. Possess experience working in a Strategic Headquarters dealing with complex issues related to Russia.

14. NATO secret clearance or national equivalent.

15. Proficiency in Microsoft Office Suite and other collaborative software as applicable.

## Requirements Matrix

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

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

Company Name:

Proposed Candidate Name:

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

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

| Item | Range<br>**Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.**<br>**ANY SCORE OF ZERO IS NONCOMPLIANT** | Page, Paragraph and Line Number referencing where candidates meet the criteria and how. | Score (100 pts possible) |
|---|---|---|---|
| 1. A Master's Degree in a relevant discipline. | - No Degree: non-compliant: 0 points<br>- Bachelor's Degree with Experience: 1 point<br>- Master's Degree Without experience: 2 points<br>- Master's Degree with Experience: 5 points | | |
| 2. Demonstrated experience working with international teams. | - Less than 5 years (1-2 Points)<br>- 5+ years   (3-9 Points)<br>- 10+ years (10 points) | | |
| 3. Demonstrated experience in project management to include complex stakeholder management tasks. A PMP or its equivalent is required. | - Non-compliant: 0 points<br>- Limited experience (1-2 years with tasks): 1-5 points<br>- Moderate experience (3-4 years with tasks): 6-10 points<br>- Extensive experience (over five years with tasks): 11-15 points | | |
| 4. Proven ability to communicate effectively, both orally and in writing. | - Less than 3 years: 0 points<br>- 3-5 years: 1-5 points<br>- Over 5 years: 6-10 points | | |
| 5. Demonstrated research experience in a relevant accredited academic institution or organization, or similar experience, related to the field or expertise. | - Less than 3 years: 0 points<br>- 3-5 years: 1-5 points<br>- Over 5 years: 6-10 points | | |
| 6. Having lived or worked in Russia or its former territories. | - Yes (5 Points)<br>- No (1 Points) | | |
| 7. Possess experience in corporate, government or academic environment in analysis concerning international relations security studies, or similar. | - Less than 2 years: 1 points<br>- 2-5 years: 2-5 points<br>- Over 5 years: 6-10 points | | |
| 8. Published work that demonstrates knowledge of Russian regional political / geopolitical, human, and economical issues. | - Yes (5 Points)<br>- No (1 Points) | | |
| 9. Demonstrated fluency in English. | - Yes (5 Points)<br>- No (1 Points) | | |

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

**LABOR CATEGORY #20 – CONTRACTOR SUPPORT TO EXPERIMENT AND WARGAMING BRANCH – RED TEAM CHINA SME**

**Number of Candidates**: One Candidate

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

**Period of Performance:**
Base Period: Contract Award – 31 December 2025
Option Period One: 1 January 2026 – 31 December 2026
Option Period Two: 1 January 2027 – 31 December 2027
Option Period Three: 1 January 2028 – 31 December 2028
Option Period Four: 1 January 2029 - 31 December 2029

**Taskings:**

1. Serve as subject matter expert (SME) on China, consultable on Southeast Asia and Pacific matters in relation to NATO.

2. Coordinate external subject matter expertise on China in support of designated projects, ensuring alignment with the Tier approach to leverage knowledge across NATO and relevant external entities, mainly when such expertise is not resident within SACT HQ.

3. Assist in developing, coordinating, and advising on the implementations of WDA Lines of Delivery focused on the NWCC timeline and the strategic/operational challenges associated with China.

4. Conduct in-depth research and analysis on emerging threats, adversarial strategies, and technological advancements to inform the Red Team's activities and support NATO's decision-making processes.

5. Assist in drafting, reviewing, and finalizing Red Team reports, strategic analyses, and wargame evaluations to ensure high-quality deliverables that meet NATO standards.

6. Apply SME level analytic skills in order to recommend the actions required for a variety of projects and wargames related to China.

7. Provide advice and assessments to validate the Chinese planning inputs are strategically sound.

8. Provide reach back support to NATO HQ and ACT Directorates for planning activities, contingencies and exercise events relating to China.

9. Act as a liaison between the Red Team and other NATO entities, supporting coordination efforts, sharing intelligence, and ensuring alignment with broader NATO objectives and strategic initiatives.

10. Prepare position papers and present high-level briefings on China.

11. Provide specialized operational and analytical support to the Red Team leader, offering insights and expertise to enhance the effectiveness of Red Team activities and outputs.

12. Develop and maintain a repository of Red Team knowledge, including best practices, lessons learned, and research findings. This ensures that the Red Team benefits from cumulative knowledge and continues to improve its effectiveness.

13. Support the development of Red Team personnel by identifying and sharing emerging trends, adversarial methodologies, and critical thinking strategies that enhance the team's capabilities.

**Essential Qualifications**

1. Nationality of one of the NATO member countries.

2. A Master's Degree in a relevant discipline.

3. Demonstrated experience working with international teams.

4. Demonstrated experience in project management to include complex stakeholder management tasks. A PMP or its equivalent is required.

5. Proven ability to communicate effectively, both orally and in writing.

6. Demonstrated research experience in a relevant accredited academic institution or organization, or similar experience, related to the field or expertise.

7. Having lived or worked in the area of concentration if a regional caveat applies.

8. Possess experience in corporate, government or academic environment in analysis concerning international relations security studies, or similar.

9. Published work that demonstrates knowledge of regional political / geopolitical, human, and economical issues.

10. Demonstrated fluency in English.

11. Demonstrated fluency in regional field of expertise (China).

12. Understanding of NATO and its unique structure and work environment.

13. Possess experience working in a Strategic Headquarters dealing with complex issues related to China.

14. NATO secret clearance or national equivalent.

15. Proficiency in Microsoft Office Suite and other collaborative software as applicable.

## Requirements Matrix

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

**Best Value Criteria for LABOR CATEGORY #20 – CONTRACTOR SUPPORT TO EXPERIMENT AND WARGAMING BRANCH – RED TEAM CHINA SME**

Company Name:

Proposed Candidate Name:

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

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

| Item | Range<br>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.<br>**ANY SCORE OF ZERO IS NONCOMPLIANT** | Page, Paragraph and Line Number referencing where candidates meet the criteria and how. | Score (100 pts possible) |
|---|---|---|---|
| 1. A Master's Degree in a relevant discipline. | - No Degree: non-compliant: 0 points<br>- Bachelor's Degree with Experience: 1 point<br>- Master's Degree Without experience: 2 points<br>- Master's Degree with Experience: 5 points | | |
| 2. Demonstrated experience working with international teams. | - Less than 5 years (1-2 Points)<br>- 5+ years   (3-9 Points)<br>- 10+ years (10 points) | | |
| 3. Demonstrated experience in project management to include complex stakeholder management tasks. A PMP or its equivalent is required. | - Non-compliant: 0 points<br>- Limited experience (1-2 years with tasks): 1-5 points<br>- Moderate experience (3-4 years with tasks): 6-10 points<br>- Extensive experience (over five years with tasks): 11-15 points | | |
| 4. Proven ability to communicate effectively, both orally and in writing. | - Less than 3 years: 0 points<br>- 3-5 years: 1-5 points<br>- Over 5 years: 6-10 points | | |
| 5. Demonstrated research experience in a relevant accredited academic institution or organization, or similar experience, related to the field or expertise. | - Less than 3 years: 0 points<br>- 3-5 years: 1-5 points<br>- Over 5 years: 6-10 points | | |
| 6. Having lived or worked in China or its former territories. | - Yes (5 Points)<br>- No (1 Points) | | |
| 7. Possess experience in corporate, government or academic environment in analysis concerning international relations security studies, or similar. | - Less than 2 years: 1 point<br>- 2-5 years: 2-5 points<br>- Over 5 years: 6-10 points | | |
| 8. Published work that demonstrates knowledge of Chinese regional political / geopolitical, human, and economical issues. | - Yes (5 Points)<br>- No (1 Points) | | |
| 9. Demonstrated fluency in English. | - Yes (5 Points)<br>- No (1 Points) | | |

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

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

**Number of Candidates**: One Candidate

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

**Period of Performance:**
Base Period: Contract Award – 31 December 2025
Option Period One: 1 January 2026 – 31 December 2026
Option Period Two: 1 January 2027 – 31 December 2027
Option Period Three: 1 January 2028 – 31 December 2028
Option Period Four: 1 January 2029 - 31 December 2029

**Taskings:**

1. Be a subject matter expert on designated terrorist organizations and consultable on matters spanning terrorism or counter-terrorism operation.

2. Coordinate external subject matter expertise on Terrorism in support of designated projects, ensuring alignment with the Tier approach to leverage knowledge across NATO and relevant external entities, mainly when such expertise is not resident within SACT HQ.

3. Assisting in developing, coordinating, and advising on the implementations of WDA Lines of Delivery focused on the NWCC timeline and the strategic/operational challenges associated with designated terror groups.

4. Conduct in-depth research and analysis on emerging threats, adversarial strategies, and technological advancements to inform the Red Team's activities and support NATO's decision-making processes.

5. Assist in drafting, reviewing, and finalizing Red Team reports, strategic analyses, and wargame evaluations to ensure high-quality deliverables that meet NATO standards.

6. Apply SME level analytic skills in order to recommend the actions required for a variety of ACT projects and wargames related to designated terror groups.

7. Provide advice and assessments to validate counter-terrorism planning inputs are strategically sound.

8. Provide reach back support to NATO HQ and ACT Directorates for planning activities, contingencies and exercise events relating to designated terror groups.

9. Act as a liaison between the Red Team and other NATO entities, supporting coordination efforts, sharing intelligence, and ensuring alignment with broader NATO objectives and strategic initiatives.

10. Provide specialized operational and analytical support to the Red Team leader, offering insights and expertise to enhance the effectiveness of Red Team activities and outputs.

11. Develop and maintain a repository of Red Team knowledge, including best practices, lessons learned, and research findings. This ensures that the Red Team benefits from cumulative knowledge and continues to improve its effectiveness.

12. Support the development of Red Team personnel by identifying and sharing emerging trends, adversarial methodologies, and critical thinking strategies that enhance the team's capabilities.

**Essential Qualifications**

1. Nationality of one of the NATO member countries.

2. A Master's Degree in a relevant discipline.

3. Demonstrated experience working with international teams.

4. Demonstrated experience in project management to include complex stakeholder management tasks. A PMP or its equivalent is required.

5. Proven ability to communicate effectively, both orally and in writing.

6. Demonstrated research experience in a relevant accredited academic institution or organization, or similar experience, related to the field or expertise.

7. Having lived or worked in the area of concentration if a regional caveat applies.

8. Possess experience in corporate, government or academic environment in analysis concerning international relations security studies, or similar.

9. Published work that demonstrates knowledge of regional political / geopolitical, human, and economical issues.

10. Demonstrated fluency in English.

11. Understanding of NATO and its unique structure and work environment.

12.  Experience as a field grade officer with a background in counter intelligence or demonstrated counter-terrorism operations

13. Possess experience working in a Strategic Headquarters dealing with complex issues related to Terrorism.

14. NATO secret clearance or national equivalent.

15. Proficiency in Microsoft Office Suite and other collaborative software as applicable.

## Requirements Matrix

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

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

Company Name:

Proposed Candidate Name:

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

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

| Item | Range<br>**Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.**<br>**ANY SCORE OF ZERO IS NONCOMPLIANT** | Page, Paragraph and Line Number referencing where candidates meet the criteria and how. | Score (100 pts possible) |
|---|---|---|---|
| 1. A Master's Degree in a relevant discipline. | - No Degree: non-compliant: 0 points<br>- Bachelor's Degree with Experience: 1 point<br>- Master's Degree Without experience: 2 points<br>- Master's Degree with Experience: 5 points | | |
| 2. Demonstrated experience working with international teams. | - Less than 5 years (1-2 Points)<br>- 5+ years   (3-9 Points)<br>- 10+ years (10 points) | | |
| 3. Demonstrated experience in project management to include complex stakeholder management tasks. A PMP or its equivalent is required. | - Non-compliant: 0 points<br>- Limited experience (1-2 years with tasks): 1-5 points<br>- Moderate experience (3-4 years with tasks): 6-10 points<br>- Extensive experience (over five years with tasks): 11-15 points | | |
| 4. Proven ability to communicate effectively, both orally and in writing. | - Less than 3 years: 0 points<br>- 3-5 years: 1-5 points<br>- Over 5 years: 6-10 points | | |
| 5. Demonstrated research experience in a relevant accredited academic institution or organization, or similar experience, related to the field or expertise. | - Less than 3 years: 0 points<br>- 3-5 years: 1-5 points<br>- Over 5 years: 6-10 points | | |
| 6. Experience as a field grade officer with a background in counter intelligence or demonstrated counter-terrorism operations. | - Less than 1 year: (1-2 Points)<br>- 2+ years: 3-9 points<br>- 3+ years: 10 points | | |
| 7. Possess experience in corporate, government or academic environment in analysis concerning counter-terrorism and related studies. | - Less than 2 years: 1 point<br>- 2-5 years: 2-5 points<br>- Over 5 years: 6-10 points | | |
| 8. Published work that demonstrates knowledge of counter-terrorism with varying regional political / geopolitical, human, and economical issues. | - Yes (5 Points)<br>- No (1 Points) | | |
| 9. Demonstrated fluency in English. | - Yes (5 Points)<br>- No (1 Points) | | |

| | | | |
|---|---|---|---|
| 10. Understanding of NATO and its unique structure and work environment. | - Yes (5 Points)<br>- No (1 Points) | | |
| 11. NATO secret clearance or national equivalent. | - Yes (5 Points)<br>- No (1 Points) | | |
| 12. Experience in a Strategic Headquarters dealing with complex issues related to Terrorism. | - Yes (5 Points)<br>- No (1 Points) | | |
| 13. Proficiency in Microsoft Office Suite and other collaborative software as applicable. | - Yes (5 Points)<br>- No (1 Points) | | |

**LABOR CATEGORY #22 – SENIOR CONTRACTOR SUPPORT TO ACT OFFIC EOF INTERNAL AUDIT – HQ SACT**

**Number of Candidates**: One Candidate

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

**Period of Performance:**
Base Period: Contract Award – 31 December 2025
Option Period One: 1 January 2026 – 31 December 2026
Option Period Two: 1 January 2027 – 31 December 2027
Option Period Three: 1 January 2028 – 31 December 2028
Option Period Four: 1 January 2029 - 31 December 2029

**Taskings:**

1. Conducts compliance and integrity audits, inspections, reviews, and audit tests in accordance with international auditing standards, and ACT audit policies and procedures. Reviews protocols and advises ACT leadership on regulations and policies.

2. Assess and evaluate ACT's compliance with applicable laws and regulations. This involves conducting detailed reviews of all ACT activities.

3. Analyze, consolidate, and update the ACT audit universe (significant spreadsheet analysis) to reflect the actual activities undertaken, such as fund management, project, HR, and travel plans. Includes reconciliation and joining of individual unit plans will be necessary to provide organizational overview, review, and deep dive audit and inspection where necessary.

4. Determine the effectiveness of management responses to internal control risk and compliance with applicable NATO and ACT financial policies. Support senior leadership in their daily decision-making relating to emerging non-compliance and ACT's implementation of NATO's and ACT's anti-fraud and corruption strategies and directives.

5. Determine the effectiveness of management responses to internal control risk and compliance with applicable NATO and ACT financial policies. Support senior leadership in their daily decision-making relating to emerging non-compliance and ACT's implementation of NATO's and ACT's anti-fraud and corruption strategies and directives.

6. Determine the effectiveness of management responses to internal control risk and compliance with applicable NATO and ACT financial policies. Support senior leadership in their daily decision-making relating to emerging non-compliance and ACT's implementation of NATO's and ACT's anti-fraud and corruption strategies and directives.

7. Determine the effectiveness of management responses to internal control risk and compliance with applicable NATO and ACT financial policies. Support senior leadership in their daily decision-making relating to emerging non-compliance and ACT's implementation of NATO's and ACT's anti-fraud and corruption strategies and directives.

8. Determine the effectiveness of management responses to internal control risk and compliance with applicable NATO and ACT financial policies. Support senior leadership in their daily decision-making relating to emerging non-compliance and ACT's implementation of NATO's and ACT's anti-fraud and corruption strategies and directives.

9. Determine the effectiveness of management responses to internal control risk and compliance with applicable NATO and ACT financial policies. Support senior leadership in their daily decision-making relating to emerging non-compliance and ACT's implementation of NATO's and ACT's anti-fraud and corruption strategies and directives.

10. Determine the effectiveness of management responses to internal control risk and compliance with applicable NATO and ACT financial policies. Support senior leadership in their daily decision-making relating to emerging non-compliance and ACT's implementation of NATO's and ACT's anti-fraud and corruption strategies and directives.

**Essential Qualifications**

1. University Degree in accounting, finance, management, business administration, public administration or related discipline and 4 years function related experience, or Higher Secondary education and completed advanced vocational training in that discipline leading to a professional qualification or professional accreditation with 5 years post related and 2 years function related experience.

2. 6 - 8 years of experience in compliance, integrity, and or fraud auditing.

3. 2 - 4 years of experience in fund management or travel planning, review, and management in a large organization.

4. Experience in compiling, structuring and analyzing large data-sets and experience in the field of financial systems, financial and travel planning and management, or computer systems.

5. Experience with operation of automated accounting systems and office automation software packages, particularly spreadsheet applications.

6. Hold a recognized professional fraud examination, forensic examination, or accounting qualification.

7. Proven forensic accounting or forensic investigation experience.

8. Ability to express himself/herself clearly and persuasively, both orally and in writing at all levels to both specialist and non-specialist audiences.

9. The contractor, at all times, is required to assess possible conflicts of interests and to declare and report identified or perceived conflicts of interests and failure to do so will constitute a cause for immediate default termination.

## Requirements Matrix

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

**Best Value Criteria for LABOR CATEGORY #22 – SENIOR CONTRACTOR SUPPORT TO ACT OFFIC EOF INTERNAL AUDIT – HQ SACT**

Company Name:

Proposed Candidate Name:

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

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

| Item | Range<br>**Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.**<br>**ANY SCORE OF ZERO IS NONCOMPLIANT** | Page, Paragraph and Line Number referencing where candidates meet the criteria and how. | Score (100 pts possible) |
|---|---|---|---|
| 1. University Degree in accounting, finance, management, business administration, public administration or related discipline and 4 years function related experience, or Higher Secondary education and completed advanced vocational training in that discipline leading to a professional qualification or professional accreditation with 5 years post related and 2 years function related experience. | - No Degree: non-compliant: 0 points<br><br>- High School With 5 Years Post Related Experience & 2 Years Function Related Experience: 1 Point<br><br>- Bachelor's Degree With 4 Years Function Related Experience: 2-10 points<br><br>- Bachelor's Degree With 4+ Years Function Related Experience: 11-20 points<br><br>- Master's Degree With Experience: 21-30 points | | |
| 2. 6 – 8 years of experience in compliance, integrity, and or fraud auditing. | - Less than 6 years (1 Points)<br><br>- 6-8 years (9-11 Points)<br><br>- 8+ years (15-20 points) | | |
| 3. 2 - 4 years of experience in fund management or travel planning, review, and management in a large organization. | - Less than 4 years (1 Points)<br><br>- 4-6 years (9-11 Points)<br><br>- 6+ years (20 points) | | |
| 4. Experience in compiling, structuring and analysing large datasets and experience in the field of financial systems, financial and travel planning and management, or computer systems. | - Yes (1-5 Points)<br><br>- No (0 Points) | | |
| 5. Experience with operation of automated accounting systems and office automation software packages, particularly spreadsheet applications. | - Yes (1-5 Points)<br><br>- No (0 Points) | | |
| 6. Hold a recognized professional fraud examination, forensic examination, or accounting qualification. | - Yes (1-5 Points)<br><br>- No (0 Points) | | |

| | | | |
|---|---|---|---|
| 7. Proven forensic accounting or forensic investigation experience. | - Yes (1-5 Points)<br><br>- No (0 Points) | | |
| 8. Ability to express himself/herself clearly and persuasively, both orally and in writing at all levels to both specialist and non-specialist audiences. | - Yes (1-5 Points)<br><br>- No (0 Points) | | |
| 9. Conflicts of interest with any ACT staff. | - Yes (5 Points)<br><br>- No (0 Points) | | |

**LABOR CATEGORY #23 – ONBOARDING & LEARNING SUBJECT-MATTER EXPERT**

**Number of Candidates**: One Candidate

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

**Period of Performance:**
Base Period: Contract Award – 31 December 2025
Option Period One: 1 January 2026 – 31 December 2026

**Taskings:**

1. Define "personas" to demonstrate understanding of the ACT target audience(s) and to test pathways.

2. Collect and consolidate business information requirements for staff, shaped to levels of experience and cultural awareness.

3. Develop learning pathways / maturity models that consider staff competencies (knowledge, skills, and experience) for cross-organizational culture, NATO-specific topics, and in defined functional areas.

4. Collaborate with ACT culture and functional communities to design specific pathways.

   a. Research functional or skills standards, where functions have reasonable civilian or military equivalents with accessible information.
   b. Run workshops to elicit, consolidate, and / or validate functional requirements.
   c. Consolidate job descriptions to identify stated functional levels.

5. Communicate pathways via maturity models and / or competency roadmaps, using standard MS Office tools and / or central intranet resources.

6. Define and support onboarding activities for new staff up to 12 months from arrival to embed organizational culture.

7. Develop learning games, role-play, and other experiential learning events.

8. Collect, consolidate, and act on feedback received across competency development activities.

9. Perform additional tasks as required by the COTR related to culture assessment and formation, or staff training development.


**Essential Qualifications**

1. Certification, including a degree or other advanced professional qualification, in Organizational Development, instructional design and education, or a related field.

2. Minimum of 3 years in the last 6 in the field of organizational development and learning, or corporate skills development in complex knowledge-based organizations.

3. Experience shaping experiential learning and skills development for multinational audiences, especially for high and low power-distance audiences.

4. Experience in shaping staff onboarding and communication of business information

## Requirements Matrix

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

**Best Value Criteria for LABOR CATEGORY #23 – ONBOARDING AND LEARNING SUBJECT MATTER EXPERT**

Company Name:

Proposed Candidate Name:

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

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

| Item | Range<br>**Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.**<br>**ANY SCORE OF ZERO IS NONCOMPLIANT** | Page, Paragraph and Line Number referencing where candidates meet the criteria and how. | Score (100 pts possible) |
|---|---|---|---|
| 1. A University degree in Organizational Development, instructional design and education, or a related field, and 4 years' experience in the field; OR 7 years' experience in the field and a professional qualification. | - No qualification: non-compliant: 0 points<br><br>- Bachelor's Degree with 4+ years' Experience: 1-4 points<br><br>- Master's Degree with 4+ years' Experience: 5-10 points<br><br>- Professional qualification with 7+ years' Experience: 11-20 points | | |
| 2. 3 years in the last 6 in the field of organizational development and learning, or corporate skills development in complex knowledge-based organizations | - Less than 3 years (1-2 Points)<br><br>- 6+ years (3-10 Points)<br><br>- 10+ years (11-20 points) | | |
| 3. Demonstrate experience shaping experiential learning and skills development for multinational audiences, especially for high and low power-distance audiences. | - Non-compliant: 0 points<br><br>- Limited experience (audiences do not approximate ACT's audience complexity, or learning / skills experiences are homogenous or simple): 1-10 points<br><br>- Moderate experience: 11-19 points<br><br>- Extensive experience (6+ years of delivering successful impact across highly complex audiences, using a wide array of tailored learning): 20-30 points | | |
| 4. Demonstrate experience in shaping staff onboarding and communication of business information | - Limited experience (less than 2 years, or execution of designed onboarding and information communication): 1-6 points<br><br>- Moderate experience (2-5 years, including gathering requirements, responding to feedback, and redesigning processes): 6-20 points<br><br>- Extensive experience (Over 5 years, including initial policy development or total redesigns of onboarding and communicating business information): 21-30 points | | |

**LABOR CATEGORY #24 – CONTRACTOR SUPPORT TO MICROSOFT PROJECT (SERVER) ANALYSIS**

**Number of Candidates**: One Candidate

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

**Period of Performance:**
Base Period: Contract Award – 31 December 2025
Option Period One: 1 January 2026 – 31 December 2026
Option Period Two: 1 January 2027 – 31 December 2027
Option Period Three: 1 January 2028 – 31 December 2028
Option Period Four: 1 January 2029 – 31 December 2029

**Taskings:**

1. **MS Project Server Ecosystem Development:** Support portfolio management by developing and maintaining a suitable Microsoft Project Server ecosystem for the organization.

2. **Custom Development:** Creating custom solutions and integrations using Project Server Interface (PSI) and Client-Side Object Model (CSOM).

3. **Workflow Development:** Designing and implementing custom workflows to automate project management processes.

4. **Customization:** Configuring custom fields, views, and filters to help portfolio managers easily access the information they need. Customizing Project Web App (PWA) to align with the specific needs and processes of the portfolio management team.

5. **Data Consistency:** Maintaining data consistency and accuracy across integrated systems.

6. **API Integration:** Integrating Project Server with other enterprise systems using APIs, ensuring a holistic view of portfolio data.

7. **Testing and Debugging:** Conducting thorough testing and debugging of custom solutions to ensure they meet requirements.

8. **Automating Processes**: Implementing workflows to streamline approval processes, status updates, and other repetitive tasks, allowing portfolio managers to focus on strategic decision-making.

9. **Developing Custom Reports:** Creating tailored reports that provide insights into project performance, resource utilization, and portfolio health.

10. **Dashboards:** Supporting the design of custom reports and interactive dashboards using SQL Server Reporting Services (SSRS) , tools like Power BI to give portfolio managers a real-time view of key metrics.

11. **Training and Support**

12. **User Training:** Providing training sessions and materials to help portfolio managers and their teams effectively use Project Server tools and features.

13. **Ongoing Support:** Offering ongoing technical support to resolve any issues and ensure smooth operation of Project Server.

14. **Business Compliance:** Ensure compliance with organizational policies and best practices for project tracking, reporting, and resource management.

15. **Organizational Compliance**: Ensure compliance with NATO policies, industry standards, and regulatory requirements for project data management.

16. Performs additional tasks as required by the COTR related to the labor category.

**Essential Qualifications**

1. Bachelor's degree in Project Management, Business Administration, Information Systems, Operations Research, Finance, or a related field.

2. Certification in project management or business analysis (e.g., MSP, PMI-PBA, CBAP, PMP) preferred.

3. Minimum five years of experience in project portfolio management, resource planning, or enterprise project data analysis.

4. Minimum five years of experience in analyzing complex project data, developing reports, and creating dashboards using tools like MS Project, Power BI, Excel, and SQL.

5. Experience improving project workflows, optimizing resource allocation, and supporting project governance frameworks to enhance decision-making.

6. Demonstrable proficiency in effective oral and written communication, including briefing and coordinating with business stakeholders.

## Requirements Matrix

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

**Best Value Criteria for LABOR CATEGORY #24 – CONTRACTOR SUPPORT TO MICROSOFT PROJECT (SERVER) ANALYSIS**

Company Name:

Proposed Candidate Name:

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

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

| Item | Range<br>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.<br>**ANY SCORE OF ZERO IS NONCOMPLIANT** | Page, Paragraph and Line Number referencing where candidates meet the criteria and how. | Score (100 pts possible) |
|---|---|---|---|
| 1. A University Degree Project Management, Business Administration, Information Systems, Operations Research, Finance, or a related disciplines. | - A University Degree: 11- 20 Points<br><br>- Relevant Associates Degree/Education or International Equivalent and relevant accreditations/certifications : 6 -10 Points<br><br>- Relevant certifications/Accreditations: 1-5 Points<br><br>- None: 0 Points | | |
| 2. Five years' recent (i.e. in the last 10 years) experience using Microsoft Project Server for enterprise portfolio management, resource planning, or project dependency analysis. | - 5 yrs: 11 – 25 points<br><br>- 4 yrs: 8 – 10 points<br><br>- 3 yrs: 5 – 7 points<br><br>- 2 yrs: 3 – 4 points<br><br>- 1 yr: 2 points | | |
| 3. Five years' recent (i.e. in the last 10 years) experience translating complex enterprise portfolio management data from Microsoft Project Server into clear, actionable insights, effectively communicated to diverse decision-makers through reports and interactive dashboards utilizing visualization tools such as Power BI, Excel, and SQL. | - 5 yrs: 11 – 25 points<br><br>- 4 yrs: 8 – 10 points<br><br>- 3 yrs: 5 – 7 points<br><br>- 2 yrs: 3 – 4 points<br><br>- 1 yr: 2 points | | |
| 4. Project management or business analysis (e.g., MSP, PMI-PBA, CBAP, PMP) certified, or equivalent. | - Certified: 11 – 20 Points<br><br>- Equivalent experience: 1 – 10 Points<br><br>- No Certification/Equivalent: 0 Points | | |
| 5. Demonstrable proficiency in effective oral and written communication, including briefing and coordinating with business stakeholders. | - Demonstrates Proficiency in effective oral and written communication: 6 – 10 Points<br><br>- Demonstrates Some Proficiency: 1 – 5 Points<br><br>- Does **NOT** demonstrate Proficiency: 0 Points | | |