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

Invitation For International Bidding

IFIB-ACT-SACT-26-02

Capability Development Management Support (CMDS)

LC#	POSITION TITLE	PRIMARY LOCATION	NUMBER OF CANDIDATES
1	CONTRACTOR SUPPORT TO WARGAME EVENT PLANNING	HQ SACT ON-SITE	2
2	CONTRACTOR SUPPORT TO WARGAME DESIGN	HQ SACT ON-SITE	2
3	CONTRACTOR SUPPORT TO WARGAME ANALYSIS	HQ SACT ON-SITE	2
4	CONTRACTOR SUPPORT TO WARGAME SCENARIO COORDINATOR	HQ SACT ON-SITE	1
5	CONTRACTOR SUPPORT TO DATA MODELING AND BUSINESS INTELLIGENCE ANALYSIS	HQ SACT ON-SITE	1
6	CONTRACTOR SUPPORT TO STRATEGIC PLANS AND POLICY – POLITICAL WARFARE SME	HQ SACT ON-SITE	1
7	CONTRACTOR SUPPORT TO STRATEGIC PLANS AND POLICY – ANALYTICS AND AI STRATEGIC REASONING SME	HQ SACT ON-SITE	1
8	CONTRACTOR SUPPORT TO COS; EDITOR	HQ SACT ON-SITE	1
9	CONTRACTOR SUPPORT TO MULTI-DOMAIN OPERATIONS IMPLEMENTATION	HQ SACT ON-SITE	4
10	FULL STACK DEVELOPER	HQ SACT ON-SITE	4
11	FULL STACK DEVELOPER	REMOTE	11
12	DEVSECOPS ENGINEER	HQ SACT ON-SITE	2
13	DEVSECOPS ENGINEER	REMOTE	1
14	SOLUTIONS ARCHITECT	REMOTE	2
15	PRODUCT MANAGER	REMOTE	3
16	UI/UX DESIGNER	REMOTE	5
17	SECURITY PROFESSIONAL	HQ SACT ON-SITE	1
18	APPLIED TECHNOLOGY ENGINEER	HQ SACT ON-SITE	2
19	NETWORK & SYSTEMS INTEGRATION ENGINEER	HQ SACT ON-SITE	1
20	DIGITAL SUPPORT SPECIALIST	HQ SACT ON-SITE	1
21	CONTRACTING SPECIALIST	HQ SACT ON-SITE	4
22	AGILE CONTRACTING SPECIALIST	INNOVATION LAB NORFOLK VA	1
23	CONTRACTOR SUPPORT TO THE EXERCISE COORDINATION AND ALIGNMENT BRANCH MULTI-DOMAIN FORCE DEVELOPMENT DIRECTORATE	HQ SACT ON-SITE	1
24	SENIOR ENTERPRISE ARCHITECT SUPPORT TO REQUIREMENT AND ARCHITECTURE MANAGEMENT OFFICE	HQ SACT ON-SITE	1

25	CONTRACTOR SUPPORT TO SALT; STRATEGIC THINKER 1	HQ SACT ON-SITE	1
26	CONTRACTOR SUPPORT TO SALT; STRATEGIC THINKER 2	HQ SACT ON-SITE	1
27	CONTRACTOR SUPPORT TO DATA SCIENCE & AI: DATA SCIENTIST/AI ENGINEER (ENABLEMENT & OUTREACH)	HQ SACT ON-SITE	1
28	CONTRACTOR SUPPORT TO DATA SCIENCE & AI: DATA SCIENTIST/AI ENGINEER	HQ SACT ON-SITE	2
29	DATA SCIENCE AND ARTIFICIAL INTELLIGENCE BRANCH; FULL STACK DEVELOPER	HQ SACT ON-SITE	1
30	DATA SCIENCE & AI; SENIOR SOFTWARE ENGINEER	HQ SACT ON-SITE	2

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.

e. **For on-site contractors wherein a security clearance is required, the Contractor Company must hold a Facilities Security Clearance (FSC) at NATO or National SECRET or above.**

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 **10 October 2025.**

b. In lieu of a bidder's conference, HQ SACT invites bidders to submit technical and contractual questions not later than **10 October 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 **31 October 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 **31 October 2025, 0900 hours, Eastern Standard Time, Norfolk, Virginia, USA.**

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

In accordance with HQ SACT General Terms and Conditions – Companies must request approval – in advance of submission – before proposing a candidate currently serving on another HQ SACT contract. Failure to do so will result in non-review of the candidate. Requests will be considered on a case-by-case basis giving consideration to impact on HQ SACT priorities.

Companies are encouraged to coordinate with HQ SACT Contracting Officer on submission of previous NATO contractors to ensure successful past performance.

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 B to Statement of Work).

b. **Price Proposal shall be submitted as an Excel Spreadsheet and:**

    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) Price proposal may be provided as supplemental PDF document if excel workbook cannot be signed – but should be submitted together with the excel workbook.

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-26-02_Tech_ABC Inc. / IFIB -ACT- SACT-26-02_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) with the exception of Labour Category 5, which will be evaluated at Technical/Price = 80/20 due to technical factors

   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. **Surge Capability**:

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

19. **Disputes**

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

20. **Proposed Candidates**

If successful, contractor company must notify HQ SACT of any special accommodations or requirements of its

21. **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.

22. **Points of Contact**
   (PLEASE INCLUDE ALL 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

Enclosure 1: Proposal Content / Checklist

PROPOSAL CONTENT / CHECKLIST

Table of Contents

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

☐   Compliance Statement.

☐   Past Performance (including References).

☐   List of Key Personnel.

☐   Technical Proposal.

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

Enclosure 2: Compliance Statement

COMPLIANCE STATEMENT TO SEALED BID IFIB-ACT-SACT-26-02

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.

Initial applicable statement:

	It is confirmed that our company holds a NATO or National Facilities Security Clearance (FSC) at SECRET or higher.
	Our company has not submitted candidates requiring a security clearance and therefore no FSC is required.

Clause	Description of Minor Deviation
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(If applicable, add another page)

Company:_____

Signature:

Name &Title:_____   Date: _____

Company Bid Reference: _____

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

Enclosure 3: Past Performance Information Form

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

      (a) Contracting Entity:

      (b) Contract No:

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

      (d) Title of Contract:

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

      (f) Contract Dollar Amount:

      (g) Period of Performance:

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

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

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

      (k) Complete Contact Information for client:

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

Name/Signature of Authorized Company Official: _____

_____

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

Enclosure 4 – Mandatory Price Proposal Excel Spreadsheet

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

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

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

LABOR CATEGORY 1 - CONTRACTOR SUPPORT TO WARGAME EVENT PLANNING

Location: Norfolk, VA, USA

Number of Candidates: Two Candidates (on-site)

Period of Performance: Base Period: 1 January 2026 – 31 December 2026, Option Period One: 1 January 2027 – 31 December 2027, Option Period Two: 1 January 2028 – 31 December 2028, Option Period Three: 1 January 2029 – 31 December 2029, Option Period Four: 1 January 2030 – 31 December 2030

Taskings:
1. Coordinate, manage, and supervise all administrative, information technology (IT), security, facility, transportation, catering, and real-life support requirements for all events related to wargame planning, development, execution, and post-event activities. This includes, but is not limited to:
    a. The primary wargame event(s)
    b. Planning conferences and workshops
    c. Wargame rehearsals and playtests
    d. Briefings to sponsors and distinguished visitors (DVs)
    e. After action reviews and lessons identified sessions
2. Serve as the central point of contact for event management, liaising with facility owners, NCIA for IT services, NATO security staff, catering providers, transport coordinators, and accommodation services.
3. Develop, maintain, and distribute all event-related documentation, including calling messages (formal invitations), administrative instructions, contact lists, participant rosters, and security access rosters.
4. Ensure that venue requirements (rooms, seating, IT infrastructure) are surveyed, booked, and configured to meet the needs of each wargame event. This includes drafting venue floor plans and managing contingency plans.
5. Manage participant registration, check-in, access control, and coordination of security clearances in close cooperation with host facilities and NATO security offices.
6. Oversee logistical arrangements, including transportation between lodging and venues, catering, social functions (icebreakers, DV day), and the secure transport of sensitive materials and equipment.
7. Document lessons identified from each event management cycle to continuously improve support for future events. Contribute event management annexes to final wargame reports.
8. Support after-action reviews (AAR) and follow-on refinement of event procedures, integrating lessons learned.
9. Provide proactive updates to the Project Manager / Game Director on event status, issues, and recommended adjustments to maintain schedule and quality.
10. Perform additional tasks related to event planning / wargame design or documentation as required by the COTR within the scope of this contract.

Essential Qualifications

1. Nationality of one of the NATO member countries.
2. 4-Year University baccalaureate degree.
3. Demonstrated professional event coordination and management experience in the past five (5) years for events hosting at least 50 people.
4. Demonstrated experience working in multinational teams.
5. Demonstrated experience in stakeholder management.
6. Demonstrated understanding of all elements of event management, including facilities, transportation, administrative tasks, security, IT, and logistics.
7. Demonstrated familiarity with the nuances of coordinating events in Europe.
8. NATO Secret Security Clearance or national equivalent.
9. Demonstrated proficiency in English as defined in STANAG 6001 (SLP 4444) or equivalent.
10. Demonstrated proficiency in the use of the Microsoft Office Tool suite and collaborative software.
11. Prior experience coordinating or managing events at the operational and/or strategic level, including administrative and logistical support.
12. Experience contributing to after-action reviews and writing event management annexes or related sections of final reports.

Annex B

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 1: WARGAME EVENT PLANNER

       Company Name:

       Proposed Candidate Name:

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

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

Item	Compliant	Non-Compliant
Minimum of one past performance citation 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		
Contractor Company holds Facilities Security Clearance (FSC) at SECRET or Higher		
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 **Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.** **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.** **ANY SCORE OF ZERO IS NONCOMPLIANT**	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. 4-year university baccalaureate degree. (max 10)	No Degree: 0 points Degree without relevant and demonstrable experience: 5 points Degree with relevant and demonstrable experience: 10		
2. Demonstrated professional event coordination and management experience in the past five (5) years for evens hosting at least 50 people. (max 15)	No: 0 points Limited experience (1-2 events): 1-3 points Moderate experience (3-7 events): 4-10 points Extensive experience (10+ events) 11-15 points		
3. Demonstrated experience working with international teams. (max 10)	No: 0 points Moderate experience (1-2 years): 3-7 points Extensive experience (3+ years): 8 - 10 points		
4. Demonstrated experience in stakeholder management. (max 10)	No: 0 points Limited experience (1-50 stakeholders) 1-5 points Extensive Experience (50+ stakeholder): 6-10 points		
5. Demonstrated understanding of all elements of event management, including facilities, transportation, administrative tasks,	Less than 1 years: 0 points 2-5 years: 1-10 points Over 5 years: 10-20 points		

	security, IT, and logistics. (max 20)			
6.	Demonstrated familiarity with the nuances of coordinating events in Europe. (max 15)	No: 0 points Limited experience (1-2 years): 1-5 points Extensive experience (3+ years): 6-15 points		
7.	Prior experience coordinating or managing events at the NATO operational and/or strategic level, including administrative and logistical support. (max 5)	No: 0 points Limited experience (1- 3 years): 1-2 points Extensive Experience (3+ years): 3-5 points		
8.	Experience contributing to after-action reviews and writing event management annexes or related sections of final reports. (max 10)	No: 0 points Limited experience (1- 3 years): 1-5 points Extensive Experience (3+ years): 6-10 points		
9.	Demonstrable understanding of NATO and its unique structure and work environment. (max 5)	No: 0 points Limited experience (1- 3 years): 1-2 points Extensive Experience (3+ years): 3-5 points		

LABOR CATEGORY 2 - CONTRACTOR SUPPORT TO WARGAME DESIGN

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

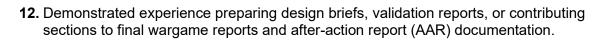**Number of Candidates**: Two Candidates

Period of Performance: Base Period: 1 January 2026 – 31 December 2026, Option Period One: 1 January 2027 – 31 December 2027, Option Period Two: 1 January 2028 – 31 December 2028, Option Period Three: 1 January 2029 – 31 December 2029, Option Period Four: 1 January 2030 – 31 December 2030

Taskings:
1. Engage with the game sponsor, Project Manager, and Game Director to define the problem statement, aim, objectives, research questions, and intended use of wargame outputs.
2. Research relevant doctrine, existing wargames (commercial and professional), academic writings, and lessons learned to inform design choices.
3. Develop or adapt the core rules, mechanics, and structure of the wargame to ensure alignment with objectives and constraints, including available time, participant numbers, classification level, and required outputs.
4. Design and produce physical and digital wargame components, including maps, boards, markers, cards, adjudication tools, and software interfaces.
5. Coordinate closely with the scenario coordinator, analysts, and event planners to integrate scenario content and ensure venue layouts support compelling gameplay.
6. Lead or assist with playtesting, rehearsals, and refinement cycles, incorporating facilitator and analyst feedback to ensure the wargame achieves its intended purpose.
7. Prepare and deliver design briefs and validation reports, articulating how the design meets the sponsor's objectives.
8. Support wargame execution by helping facilitate gameplay, explaining rules, and troubleshooting design-related issues as they arise.
9. Perform additional tasks related to event planning / wargame design or documentation as required by the COTR within the scope of this contract.

Essential Qualifications

1. Nationality of one of the NATO member countries.
2. 4-Year University baccalaureate degree in security/defence studies, analysis or related field.
3. Demonstrated experience in wargame design, development or similar structured analytical design in the past five (5) years, preferably within multinational or military environments.
4. Demonstrated ability to create or adapt core rules, mechanics, and structures for wargames aligned with specific aims and objectives.
5. Demonstrated experience conducting or leading playtesting cycles, incorporating feedback to refine wargame products.
6. Demonstrated experience working in multinational teams.
7. Demonstrated stakeholder engagement and coordination experience.
8. NATO Secret Security Clearance or national equivalent.
9. Demonstrated proficiency in English as defined in STANAG 6001 (SLP 4444) or equivalent.
10. Demonstrated proficiency in the use of the Microsoft Office Tool suite, collaborative platforms, and familiarity with visualisation tools (e.g., Microsoft Visio or similar).
11. Prior experience designing or supporting NATO wargames at an operational or strategic level.

12. Demonstrated experience preparing design briefs, validation reports, or contributing sections to final wargame reports and after-action report (AAR) documentation.

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 2: WARGAME DESIGN

Company Name:

Proposed Candidate Name:

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

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

Item	Compliant	Non-Compliant
Minimum of one past performance citation 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		
Contractor Company holds Facilities Security Clearance (FSC) at SECRET or Higher		
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
Point values assigned based on | Page,
Paragraph | Score
(100 pts |
|---|---|---|---|

	level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT**	and Line Number referencing where candidates meet the criteria and how.	possible)
1. 4-year university baccalaureate degree in security/defence studies, analysis, or related field. (max 10)	No Degree: 0 points Degree Without relevant demonstrable experience: 5 points Degree with relevant demonstrable experience: 10		
2. Demonstrated experience in wargame design, development or similar structured analytical design in the past five (5) years, preferable within multinational or military environments. (max 15)	No: 0 points Limited experience (1-2 events): 1-3 points Moderate experience (3-7 events): 4-10 points Extensive experience (10+ events) 11-15 points		
3. Demonstrated ability to create or adapt core rules, mechanics, and structures for wargame aligned with specific aims and objectives. (max 20)	Less than 3 years: 0 points 3-5 years: 1-10 points Over 5 years: 11-20 points		
4. Demonstrated experience conducting or leading playtesting cycles, incorporating feedback to refine wargame products. (max 15)	Less than 3 years: 0 points 3-5 years: 1-5 points Over 5 years: 6-15 points		
5. Demonstrated understanding of integrating wargame design with real life support limitations/constraints. (max 20)	Less than 3 years: 0 points 3-5 years: 1-10 points Over 5 years: 11-20 points		

6. Experience contributing to after-action reviews and writing event management annexes or related sections of final reports. (max 15)	Less than 3 years: 0 points 3-5 years: 1-5 points Over 5 years: 6-15 points		
7. Understanding of NATO and its unique structure and work environment. (max 5)	No: 0 points Limited experience (1- 3 years): 1-2 points Extensive Experience (3+ years): 3-5 points		

LABOR CATEGORY 3 - CONTRACTOR SUPPORT TO WARGAME ANALYSIS

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

Number of Candidates: Two Candidates

Period of Performance: Base Period: 1 January 2026 – 31 December 2026, Option Period One: 1 January 2027 – 31 December 2027, Option Period Two: 1 January 2028 – 31 December 2028, Option Period Three: 1 January 2029 – 31 December 2029, Option Period Four: 1 January 2030 – 31 December 2030

Taskings:
1. Develop or support the creation of the Data Collection and Analysis Plan (DCAP), ensuring it is tightly coordinated with the wargame design and scenario objectives. The DCAP shall include:
    a. Key problem statement and issues
    b. Research questions and sub-questions
    c. Essential elements of analysis and measures of merit
    d. Collection schedules tied to gameplay
    e. Methods for qualitative and quantitative data capture
    f. Plans for transforming data into wargame analytical reports
2. Organize and conduct daily analyst coordination meetings during wargames, ensuring comprehensive data collection aligned with the DCAP.
3. Actively collect data during wargames assigned, ensuring objectivity and accuracy, while also observing player decision-making processes and group dynamics.
4. Evaluate and validate data quality, independently cross-check insights from multiple sources.
5. Produce interim and final analytical reports in line with the DCAP, integrating observations from scenario execution, player actions, and adjudicated outcomes.
6. Participate in scenario, design, and event planning meetings to ensure analytical requirements are embedded in all aspects of wargame preparation and execution.
7. Contribute to after-action reviews, providing insights on the analytical process and supporting the identification of lessons learned.
8. Contribute to drafting sections of final wargame reports and any additional documentation required, incorporating analytical findings, scenario insights, and lessons identified, as directed by the COTR.
9. Undertake other analysis-related or wargame support tasks within the scope of this contract as assigned by the COTR.

Essential Qualifications
1. Nationality of one of the NATO member countries.
2. 4-Year University baccalaureate degree in mathematics, analysis, or related field.
3. Demonstrated professional experience in wargame or operational experimentation analysis in the past five (5) years, preferably within multinational, military, or joint/combined environments.
4. Demonstrated ability to develop or execute data collection and analysis plans (DCAP) for complex events.
5. Demonstrated experience producing analytical reports and delivering briefings on insights and outcomes to senior audiences.
6. Demonstrated experience working in multinational teams.
7. Demonstrated stakeholder coordination experience.
8. NATO Secret Security Clearance or national equivalent.

9. Demonstrated proficiency in English as defined in STANAG 6001 (SLP 4444) or equivalent.
10. Demonstrated proficiency in the use of the Microsoft Office Tool suite and collaborative platforms.
11. Demonstrated experience supporting data collection and analysis for NATO wargames at the operational or strategic level.
12. Demonstrated experience preparing final analytical reports, contributing to after-action reviews, or writing analytical annexes to wargame reports.

Annex B

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 3: WARGAME ANALYSIS

Company Name:

Proposed Candidate Name:

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

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

Item	Compliant	Non-Compliant
Minimum of one past performance citation 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		
Contractor Company holds Facilities Security Clearance (FSC) at SECRET or Higher		
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 Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT**	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. A 4-year university baccalaureate degree. (max 10)	No Degree: 0 points Degree Without Experience: 5 points Degree with Experience: 10		
2. Demonstrated professional experience in wargame or operational experimentation analysis in the past five (5) years, preferably within multinational, military, or joint/combined environments. (max 15)	No: 0 points Limited experience (1-2 events): 1-3 points Moderate experience (3-7 events): 4-10 points Extensive experience (10+ events) 11-15 points		
3. Demonstrated ability to develop or execute data collection and analysis plans (DCAP) for complex events. (max 10)	Less than 3 years: 0 points 3-5 years: 1-5 points Over 5 years: 6-10 points		
4. Demonstrated experience producing analytical reports and delivering briefings on insights and outcomes to senior audiences. (max 10)	Less than 3 years: 0 points 3-5 years: 1-5 points Over 5 years: 6-10 points		
5. Demonstrated experience working with international teams. (max 10)	Less than 3 years: 0 points 3-5 years: 1-5 points Over 5 years: 6-10 points		
6. Demonstrated experience managing an analysis	Less than 1 years: 0 points 2-3 years: 1-5 points		

team in wargames or experiments. (max 10)	Over 3 years: 6-10 points		
7. Experience supporting data collection and analysis for NATO wargames at the operational or strategic level. (max 15)	No: 0 points Moderate experience (1-3 years): 1-5 points Extensive experience (3+years) :6-15 points		
8. Experience preparing final analytical reports, contributing to after-action reviews, or writing analytical annexes to wargame reports. (max 15)	No: 0 points Moderate experience (1-3 years): 1-5 points Extensive experience (3+years) :6-15 points		
9. Understanding of NATO and its unique structure and work environment. (max 5)	No: 0 points Yes: 1-5 points		

LABOR CATEGORY 4 - CONTRACTOR SUPPORT TO WARGAME SCENARIO COORDINATOR

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

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 January 2026 – 31 December 2026, Option Period One: 1 January 2027 – 31 December 2027, Option Period Two: 1 January 2028 – 31 December 2028, Option Period Three: 1 January 2029 – 31 December 2029, Option Period Four: 1 January 2030 – 31 December 2030

Taskings:
1. Develop or coordinate the creation of realistic scenarios that support wargame aims and objectives, grounded in NATO's areas of responsibility and interest (AOR/AOI), including current and future threats across all DIME elements.
2. Gather and integrate inputs from NATO red team SMEs and external subject matter experts to develop credible adversary actions, motivations, and orders of battle.
3. Produce scenario products such as narratives, order of battle graphics, topographic references, and road-to-crisis briefings that effectively communicate the situation to players.
4. Ensure scenario content is fully aligned with the wargame design, research questions, and DCAP requirements.
5. During execution, serve as an advisor to the red cell or directly facilitate adversary play as required, ensuring a realistic and consistent portrayal of opposition actions.
6. Support the integration of scenario outcomes into final analytical products and wargame reports.
7. Participate in rehearsals, providing feedback to the design and facilitation teams to refine scenario delivery and ensure it enables intended learning and analytical outcomes.
8. Support the development of final wargame reports by providing scenario-related inputs and narratives, ensuring a coherent link between scenario design, execution, and analytical outcomes.
9. Perform additional scenario, design, or facilitation tasks as required by the COTR to support evolving wargame needs.

Essential Qualifications
1. Nationality of one of the NATO member countries.
2. 4-Year University baccalaureate degree.
3. Demonstrated professional experience in developing realistic operational or strategic scenarios in the past five (5) years, integrating diplomatic, informational, military, and economic (DIME) aspects.
4. Demonstrated ability to coordinate and integrate inputs from red teams or subject matter experts to create credible adversary actions and orders of battle.
5. Demonstrated familiarity with NATO's areas of responsibility and interest (AOR/AOI), including current and future threats and adversary doctrines.
6. Demonstrated experience working in multinational teams.
7. Demonstrated experience producing scenario products such as narratives, graphical order of battle depictions, and road-to-crisis timelines.
8. NATO Secret Security Clearance or national equivalent.
9. Demonstrated proficiency in English as defined in STANAG 6001 (SLP 4444) or equivalent.

10. Demonstrated proficiency in the use of the Microsoft Office Tool suite and collaborative platforms.
11. Experience coordinating scenario development for NATO wargames at the operational or strategic level, including red cell inputs.
12. Experience contributing scenario observations or summaries to after-action reviews and final wargame reports.

Annex B

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 4: SCENARIO COORDINATION

Company Name:

Proposed Candidate Name:

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

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

Item	Compliant	Non-Compliant
Minimum of one past performance citation 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		
Contractor Company holds Facilities Security Clearance at SECRET or higher.		
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 **Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.** **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.** **ANY SCORE OF ZERO IS NONCOMPLIANT**	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. 4-year university baccalaureate degree. (max 10)	No Degree: 0 points Degree without relevant experience: 5 points Degree with relevant experience: 10		
2. Demonstrated professional experience in developing realistic operational or strategic scenarios in the past five (5) years, integrating diplomatic, informational, military and economic (DIME) aspects. (max 15)	No: 0 points Limited experience (1-2 events): 1-3 points Moderate experience (3-7 events): 4-10 points Extensive experience (10+ events) 11-15 points		
3. Demonstrated ability to coordinate and integrate inputs from red teams or subject matter experts to create credible adversary actions and orders of battle. (max 10)	Less than 3 years: 0 points 3-5 years: 1-5 points Over 5 years: 6-10 points		
4. Demonstrated familiarity with NATO's areas of responsibility and interest (AOR/AOI), including current and future threats and adversary doctrines. (max 10)	Less than 3 years: 0 points 3-5 years: 1-5 points Over 5 years: 6-10 points		
5. Demonstrated experience working with international teams. (max 10)	Less than 3 years: 0 points 3-5 years: 1-5 points Over 5 years: 6-10 points		

6. Demonstrated experience producing scenario products such as narratives, graphical OOB depictions, and road-to-crisis timelines. (max 10)	Less than 1 years: 0 points 2-3 years: 1-5 points Over 3 years: 6-10 points		
7. Experience coordinating scenario development for NATO wargames at the operational or strategic level, including red cell inputs. (max 20)	No: 0 points Moderate experience (1-5 years): 1-10 points Extensive experience (5+ years): 11-20 points		
8. Experience contributing scenario observations or summaries to after action reviews and final wargame reports. (max 10)	Less than 1 years: 0 points 2-3 years: 1-5 points Over 3 years: 6-10 points		
9. Understanding of NATO and its unique structure and work environment. (max 5)	No: 0 points Yes: 1-5 points		

LABOR CATEGORY 5: CONTRACTOR SUPPORT TO DATA MODELING AND BUSINESS INTELLIGENCE ANALYSIS

Note: Labor Category 5 will be awarded using Technical 80/Price 20 due to technical requirements

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

Number of Candidates: One Candidate

Period of Performance: On or about 1 January 2025 – 31 December 2025

Background Information:

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

    a. Identify and prioritize Alliance capability development from short to long term, ensuring coherence between all capabilities within the CAPDEV portfolio.

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

2. The future Capability Development Directorate will include enduring functionality to effectively plan and manage coherent through life capability development, aligned to NATO's strategic intent and priorities. The CAPDEV Data and Analytics Office (DAO) is responsible to DCOS for managing the data and platform operations for Capability Lifecycle, Requirements, and P3M data as well as providing analytics as service and enabling self-service analytics for CAPDEV decision makers.

3. As part of ongoing organisational functional reviews, CAPDEV is in the process of implementing measures for improved capability development planning and management, including the way it collects, manages, analyses and reports on capability development and delivery information, both legacy and current.

Taskings:

Taskings — Senior Data Modeling and Business Intelligence Analyst

1. **Data Modeling and Repository Architecture**: Design, implement, and maintain logical and physical data models, database schemas, tables, and relationships to support enterprise-level information systems. Primarily IBM Engineering Lifecycle Management (ELM)

2. **Data Integration and Interoperability**: Develop processes for importing, exporting, migrating, linking, and merging data from multiple repositories, ensuring compatibility and interoperability (e.g., via Requirements Interchange Format).
3. **Metadata and Data Dictionary Management**: Maintain comprehensive metadata repositories, data dictionaries, and naming conventions to ensure consistency, accuracy, and discoverability of enterprise data.
4. **ETL Development**: Design and execute ETL workflows to extract, transform, and load data from multiple sources—including spreadsheets, legacy systems, and modern applications—into structured repositories.
5. **SQL Optimization**: Conduct SQL tuning, query optimization, and performance diagnostics to ensure efficient operation of Oracle and MS SQL Server environments.
6. **Business Intelligence Development**: Develop, customize, and maintain BI reports, visualizations, and dashboards using Microsoft Power BI, Oracle BI, and other approved tools to provide actionable insights to decision-makers.
7. **Custom Application Development**: Create small-scale, fit-for-purpose database applications using platforms such as Microsoft Access, FileMaker Pro, or web-based solutions to meet specific stakeholder needs.
8. **Change and Configuration Management**: Support the change and configuration management of data assets, ensuring version control, documentation, and compliance with lifecycle management processes.
9. **Testing and Quality Assurance**: Perform testing, validation, and troubleshooting of database structures, BI solutions, and data pipelines to verify accuracy and functionality.
10. **Data Governance and Compliance**: Ensure compliance with organizational, NATO, industry, and regulatory standards for data storage, reporting, and access control.
11. **Stakeholder Engagement**: Collaborate with business analysts, developers, system administrators, and end users to capture requirements and translate them into technical specifications.
12. **Process Automation**: Identify opportunities for automating repetitive data preparation, reporting, and integration tasks to improve efficiency and reduce manual effort.
13. **Cross-System Reporting**: Integrate data across multiple systems to deliver unified, cross-domain analytics and reporting solutions.
14. **User Training**: Deliver training sessions, documentation, and user guides to ensure effective adoption and utilization of BI tools, database systems, and reporting solutions.
15. **Technical Support**: Provide ongoing technical support and troubleshooting for data systems, BI tools, and associated applications.
16. **Capability Lifecycle Analysis Support**: Contribute data modelling and analytics expertise to support requirements-based strategic planning, capability development, and operational decision-making processes.
17. **Performs** additional tasks as required by the COTR related to the labor category.

Essential Qualifications:

1. 10+ years of progressive experience in data modelling, database administration, and BI development. 2+ years of experience performing these tasks in IBM-ELM and the IBM

database environment (Db2), including the relational database management system (RDBMS).

2. Demonstrated Expertise with Enterprise Data and Analytics and Publishing tools: IBM-ELM, IBM Rational Publishing Engine (RPE), Oracle, MS SQL Server, and BI tools such as Power BI and Oracle BI.

3. Bachelor's Degree in Computer Science, Information Systems, or related field.

4. Advanced technical certifications (e.g., CCNA, vendor-specific DBMS certifications) preferred.

5. Demonstrated experience with data integration, ETL processes, and system interoperability in enterprise environments such as Open Services for Lifecycle Collaboration (OSLC) (API development and management), and experience with Requirements Interchange Format (ReqIF) for information exchange across the NATO enterprise.

6. Demonstrated experience supporting full SDLC activities, including requirements analysis, system design, testing, and deployment.

7. Demonstrated proficiency in SQL, data analysis, and customization of enterprise applications.

8. Demonstrated professional experience with DevSecOps practices, CI/CD pipelines, and configuration management processes.

9. Demonstrated minimum NATO or National SECRET clearance with the appropriate national authority for the duration of the contract.

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

11. 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 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 5: CONTRACTOR SUPPORT TO DATA MODELING AND BUSINESS INTELLIGENCE ANALYSIS

Note: Labor Category 5 will be awarded using Technical 80/Price 20 due to technical requirements

Company Name:

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum of one past performance citation 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		
Contractor Company holds Active Facilities Security Clearance at SECRET or Higher		
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 **60 Points** in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Range	Page, Paragraph and	Score (100 pts possible)

PLEASE ENSURE TOTAL PTS EQUAL 100	Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT	Line Number referencing where candidates meet the criteria and how.	
1. Three years' recent (i.e., in the last 5 years) experience in data modelling, database administration, and BI development in IBM-ELM and/or IBM-DOORS and the IBM database environment (Db2), including the relational database management system (RDBMS).	3+ yrs – 11-20 Points 1-2 yrs – 3-10 Points Less than 1 year – 2 Points		
2. Five years' recent (i.e., in the last 10 years) experience in data modeling and database design in enterprise environments using Oracle and/or MS SQL Server.	8+ yrs – 8-15 Points 5-7 yrs – 3-7 Points Less than 5 yrs – 2 Points		
3. Three years' recent (i.e., in the last 5 years) experience designing and implementing ETL processes to integrate multiple data sources into enterprise repositories in enterprise environments such as Open Services for Lifecycle Collaboration (OSLC) (API development	>3 yrs – 11-20 Points 1-2 yrs – 3-10 Points Less than 1 year – 2 Points		

and management), and experience with Requirements Interchange Format (ReqIF) for information exchange across the NATO enterprise.			
4. Five years' recent (i.e., in the last 10 years) experience developing business intelligence dashboards, reports, and documents using tools such as Microsoft Power BI, Oracle BI, and IBM Rational Publishing Engine.	8+ yrs – 8-15 Points 5-7 yrs – 2-7 Points Less than 5 yrs – 2 Points		
5. Experience in change management, configuration management, and maintaining metadata repositories/data dictionaries in compliance with organizational or governmental standards.	5+ yrs – 8-10 Points 3–4 yrs – 5-7 Points 1–2 yrs – 3-4 Points Less than 1 yr – 2 Points		
6. A University in Degree Computer Science, Information Systems, or related field.	Relevant Masters or Bachelors (4-5 Points) Non-Related Masters/Bachelors or Relevant associate's degree or International Equivalent (2-3 Points) No (1 Point)		
7. Demonstrable proficiency in effective oral and written communication, including briefing and coordinating with business stakeholders.	Yes (4-5 Points) Some (2-3 Points) No (1 Points)		

LABOR CATEGORY 6 – CONTRACTOR SUPPORT TO STRATEGIC PLANS AND POLICY – POLITICAL WARFARE SME

Number of Candidates: One Candidate

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

Period of Performance:
Base Period: Contract Award – 31 December 2026
Option Period One: 1 January 2027 – 31 December 2027
Option Period Two: 1 January 2028 – 31 December 2028
Option Period Three: 1 January 2029 - 31 December 2029
Option Period Four: 1 January 2030 - 31 December 2030

Taskings:

1. Serve as STRATEGIC PLANS AND POLICY (SPP) subject matter expert (SME) on Political Warfare as it relates to NATO, Russia, China, and state sponsored Terrorism.

2. Developing, coordinating, and advising on the implementations of NATO Warfighting Capstone Concept (NWCC) Warfare Development Agenda (WDA) Lines of Delivery focused on the NWCC timeline and the political warfare challenges associated with Russia, China, and terrorism.

3. Support of SPP's Political-Military Affairs Constellation Group and related strategic initiatives, including SPP's NATO-Ukraine Joint Analysis Training Education Centre (JATEC) project titled "Political-Military Strategy Development".

4. Support strategy development by coordinating internal and external subject matter expertise on Russia and China; support of designated projects ensuring alignment with HQ SACT Red Team, SHAPE J2 Red Team, NATO HQ entities, and relevant external entities.

5. Conduct in-depth research and analysis on political warfare to support HQ SACT's Strategy Development Programme of Work: Russia's Theory of Victory, military strategies and doctrine.

6. Provide specialized strategic, operational and analytical support to SPP Strategy Policy and Analytics (SPA) Strategic Research Officer, offering insights and expertise to enhance the effectiveness research activities and outputs. Assist in drafting, reviewing, and finalizing PLP reports, strategic analyses to ensure high-quality deliverables that meet NATO standards.

Essential Qualifications

1. Nationality of one of the NATO member countries
2. NATO secret clearance or national equivalent.
3. Proven ability to communicate effectively, both orally and in writing (in English).
4. Master's degree in a relevant discipline.
5. Demonstrated experience working with international teams.
6. Possess experience working in a Strategic Headquarters dealing with complex issues.
7. Demonstrated research experience related to the field or expertise: published work that demonstrates knowledge of regional political / geopolitical, human, and economical issues.
8. Possess experience in corporate, government or academic environment in analysis concerning international relations security studies, or similar.

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 6 – CONTRACTOR SUPPORT TO STRATEGIC PLANS AND POLICY – POLITICAL WARFARE SME

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

Item	Compliant	Non-Compliant
Minimum of one past performance citation 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.		
Contractor Company holds active Facilities Security Clearance (FSC) at NATO or National SECRET or higher.		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of **75 Points** in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Range **Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT**	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. A Master's Degree in a relevant discipline.	No Degree: non-compliant: 0 points Bachelor's Degree with Experience: 1 point Master's Degree Without experience: 2 points Master's Degree with experience: 5 points		
2. Demonstrated experience working with international teams.	None (0 points) Less than 5 years (1-2 points) 5-9 years (3-9 points) 10+ years (10 points)		
3. Demonstrated research experience in a relevant strategic command, accredited academic institution or pol-mil organization, or similar experience, related to the field or expertise (Political Warfare).	Less than 3 years: 0 points 3-5 years: 1-6 points 5-10 years: 7-15 points Over 10 years: 16-20 points		
4. Demonstrate political-military (Theory of Victory), strategic and operational (strategy and doctrine) knowledge of Russia and China.	Russia and China (16-20 points) Russia only (1-15 points) China only (1-15 points) No (0 points)		
5. Published work that demonstrates knowledge of Russian or China regional political / geopolitical, military, human, and	Yes (2-10 points) No (0 points)		

economical issues.			
6. Demonstrated evidence of understanding of NATO and its unique structure and work environment.	Yes (2-10 points) No (1 points)		
7. Demonstrated experience in the implementation of NATO Warfighting Capstone Concept (NWCC) Warfare Development Agenda (WDA) Lines of Delivery	Yes (2-5 points) No (1 point)		
8. Experience in a Military Strategic Headquarters dealing with complex issues related to Russia or China.	Military Strategic Headquarters supporting policy and strategy development (11-20 points) Military Strategic Headquarters (1-10 points) No (0 points)		

LABOR CATEGORY 7 – CONTRACTOR SUPPORT TO STRATEGIC PLANS AND POLICY – ANALYTICS AND AI STRATEGIC REASONING SME

Number of Candidates: One Candidate

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

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

Taskings:

1. Serve as STRATEGIC PLANS AND POLICY (SPP) subject matter expert (SME) on Data Analytics and Artificial Intelligence in support of strategy development, strategic initiatives, and special projects.

2. Undertake data science and AI experiments in support of SPP's Political-Military Affairs Constellation Group. Utilize data science and AI methods for research & analysis to support HQ SACT's Strategy Development Programme of Work: Sino-Russia relationships; Russian and Chinese theories of victory, military strategies and doctrine.

3. Leverage a variety of Large Language Models to process, analyse and report on a vast body of language sources, combining human expert judgment with generative AI applications. Exploit open-source text- and data-sets and -mining tools explored through both human analysis and (supervised and unsupervised) machine-learning algorithms.

4. Develop proof of concepts for innovative analytical approaches to complex geopolitical and security questions. Leverage existing and develop new AI-enabled expertise on Russia and China; exploiting Russian language sources and Chinese language sources. Engage and co-create with partners on initiatives such as The Hague Centre for Security Studies (HCSS) Rubase: Knowledge base on Russia (https://hcss.nl/rubase/).

5. Provide specialized analytical support to SPP Strategy Policy and Analytics (SPA) Strategic Research Officer, offering insights and expertise to enhance the effectiveness research activities and outputs. Assist in drafting, reviewing, and finalizing PLP reports, strategic analyses to ensure high-quality deliverables that meet NATO standards.

Essential Qualifications

1. Nationality of one of the NATO member countries
2. NATO secret clearance or national equivalent.
3. Proven ability to communicate effectively, both orally and in writing (in English).
4. A Bachelor's Degree in a relevant discipline (data science / computer science).
5. Demonstrated experience related to the field or expertise.
6. Proficiency in integrating human expertise with data science and AI assistance (including models like Meta Llama, OpenAI GPT series, Google Gemini series, and adversary-trained/developed equivalents).

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 7 – CONTRACTOR SUPPORT TO STRATEGIC PLANS AND POLICY – ANALYTICS AND AI: STRATEGIC REASONING 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		
Contractor company holds Facilities Security Clearance (FSC) at NATO or National SECRET or higher.		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of **75 Points** in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification. **ANY SCORE OF ZERO IS NONCOMPLIANT**	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts)
1. A bachelor's degree in a relevant discipline.	No Degree: non-compliant: (0 points) Bachelor's Degree with less than 2-5 years' experience: (5 points) Bachelor's Degree with 5+ years' experience: (6-10 points)		
2. Experience in applying data science and AI methods for research & analysis	None: (0 points) General experience: (1-5 points) Supporting strategic analyses: (6-15 points)		
3. Experience with Large Language Models (LLMs)	None (0 points) Experience in exploit open-source text- and datasets and -mining tools explored: (1-5 points) Experience with multiple LLMs (including from adversary/challenger nations): (6-20 points)		
4. Demonstrated knowledge and experience of construction and application of taxonomies for analytical rigour to support strategic analysis: -Transforming raw information into structured data, - Facilitating systematic analysis	Limited experience (1-5 points) Broad experience / multiple applications / multi-year (6-15 points)		
5. Experience applying AI ensuring transparent, traceable link between evidence and assessment.	Limited experience (1-5 points) Broad experience / multiple applications (6-10 points)		

6. Experience in data sourcing: exploring new text- and number-based datasets, -tools and methods; data sets like elite opinion surveys, event data sets (e.g. GDELT, ICEWS, Phoenix, TERRIER), including economic, demographic, military, and political datasets.	Limited experience (1-5 points) Broad experience / multiple applications (6-`10 points)		
7. Experience with Agentic AI	Limited experience (1-5 points) Broad experience / multiple applications (6-10 points)		
8. Experience in a Military Strategic Headquarters dealing with complex issues related to Russia or China.	No (1 point) Military Strategic Headquarters (2-10 points)		

LABOR CATEGORY 8 – CLASSIFIED AND UNCLASSIFIED DOCUMENT EDITING SERVICES

Location: Norfolk, VA, USA

Number of Candidates: One Candidate (On-site)

Period of Performance: Base Period: 1 January 2026 – 31 December 2026, Option Period One: 1 January 2027 – 31 December 2027, Option Period Two: 1 January 2028 – 31 December 2028, Option Period Three: 1 January 2029 – 31 December 2029, Option Period Four: 1 January 2030 – 31 December 2030

Context:

Under the supervision of the Task Management Office within the Office of the Chief of Staff, the Command Editor serves as the HQ SACT Internal Communication Quality and Performance Advisor. This position supports three main actions: editing and advising for top-level, external-facing ACT documents; teaching courses to improve the writing and speaking skills of ACT personnel; and providing communication coaching to FOGOs as needed.

The Command Editor also educates HQ staff about the professional writing quality expected for ACT products. This occurs through advertising and updating the ACT Style Guide, posting communication advice articles on Engage and other NATO platforms, speaking at training and orientation sessions, and attending relevant ACT meetings.

The Command Editor is the resident SME for professional writing and speaking skills. As such, the Editor advises individual writers as well as writing teams regarding effective writing processes and outcomes.

Taskings:

1. Edit ACT documents to ensure the highest level of professionalism, clarity and readability.
2. Advise individuals and teams about best practices for effective document production. Update the ACT Style Guide and provide writing advice materials as needed.
3. Monitor Tasker products through TT+, in coordination with the Military Assistants, Task Management Office and Tasker Action Officers.
4. Attend relevant administration meetings, such as weekly EA and MA meetings.
5. Inform groups about the ACT Style Guide, templates and editing support, including during Newcomers' Orientation and TT+ Training.
6. Teach the *Strategies for Writing Course* as needed. This course has been developed by HQ SACT, the contractor is required to continuously improve/modify the course based on organizational requirements.
7. Provide writing or speaking coaching to FOGOs as needed
8. Develop and teach a Presentation Skills course as required by HQ SACT. The contractor is requested to continuously improve/modify this course based on organizational requirements.
9. Any other tasking as required by the COTR

Essential Qualifications

1. A master's degree in a writing-intensive field.
2. Three or more years of demonstrated experience in providing editing support.
3. Demonstrated experience in creating/writing/developing high level documents and briefs.
4. Excellent skills in oral and written English (native speaker or equivalent level, 4444).
5. Five or more years of demonstrated experience teaching writing skills, including to non-native English speakers. This experience includes classroom and individual instruction.
6. Knowledge and experience with professional public speaking skills.
7. Knowledge and experience with course design.

Annex B

Requirements Matrix

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

LC 8 - Classified and Unclassified Document Editing Services

Company Name:

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum of one past performance citation 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		
Contractor Company holds active Facilities Security Clearance (FSC) at NATO or National SECRET or higher.		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 4444 - 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		
Proposed candidate is citizen of NATO member nation		

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. A master's degree in writing-intensive field.	No Degree: 0 points Master's Degree 1-10 points		
2. Three or more years demonstrable experience in editing high level documents	Less than 3 years: 0 Points) 3+ years: 1-20 Points		
3. Experience in creating/writing/developing high-level documents and briefs	Non-compliant: 0 points Compliant: 1-15 points		
4. Excellent skills in oral and written English (native speaker or equivalent level).	Non-compliant: 0 points Compliant: 1-15 points		
5. Five or more years of experience teaching writing skills, including to non-native English speakers. This experience includes classroom and individual instruction.	Less than 5 years: 0 points Over 5 years: 1-15 points		
6. Knowledge and experience with professional public speaking skills.	Non-compliant: 0 points Compliant: 1-10 points		
7. Knowledge and experience with course design.	Non-compliant: 0 points Compliant: 1-15 points		

LABOR CATEGORY 9- SENIOR CONTRACTOR SUPPORT TO MULTI-DOMAIN OPERATIONS IMPLEMENTATION

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

Number of Candidates: Four Candidates

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

Taskings:

1. Coordinate and contribute to the activities of the Multi-Domain Implementation Team, across Allied Command Operations (ACO) and the Alliance.
2. Coordinate MDO Implementation through NDPP, SCDP, and DDA alignment within HQ SACT, wider ACT, SHAPE and NATO HQ
3. Coordinate efforts with other directorates within ACT on MDO related activities.
4. Liaise with Exercise planners to ensure MDO is an integral part of the wider Exercise programme and gather MDO lessons learned from Exercise itself.
5. Develop and enhance the Synchronisation of Non-Military Instruments of Power into wargaming and exercises to fully move the Alliance towards being MDO enabled by 2030.
6. Oversee and analyse specific activities within the Roadmap to be able to verify the implementation of MDO within the Alliance.
7. Liaise with the Strategic Planning Group and Programme Management to align capabilities to MDO requirements.
8. Coordinate ACT input to NATO HQ and NMA related policy development through close interaction with NATO HQ and ACO/SHAPE.

Essential Qualifications
1. A University/ bachelor's degree in science or management or 10 years of relevant and demonstrable experience
2. Minimum of 3 years' experience in the last 8 in exercise planning.
3. Minimum of 3 years' experience in the last 8 in analysing data.
4. Minimum of 2 years' experience in the last 8 working with cross-functional teams, including subject matter experts.
5. Demonstrable experience with managing and fostering relationships across all levels.
6. Minimum of 4 years' demonstrable policy development and strategic analysis experience
7. Minimum of 4 years' demonstrable strategic planning and engagements experience
8. Minimum of 4 years' demonstrable warfare development-related experience
9. Minimum of 2 years' demonstrable experience in project management.
10. Demonstrable experience with international organizations or multinational teams or working in a military or defence environment.
11. Demonstrable knowledge of NATO structures and procedures.
12. Active NATO or National SECRET (or higher) security clearance

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 LC9 SENIOR CONTRACTOR SUPPORT TO MULTI-DOMAIN OPERATIONS IMPLEMENTATION

Company Name:

Proposed Candidate Name:

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

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

Item	Compliant	Non-Compliant
Minimum of one (company) past performance citation 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		
Contractor company holds Facilities Security Clearance (FSC) at NATO or National SECRET or higher		
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 **Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.** **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.** **ANY SCORE OF ZERO IS NONCOMPLIANT**	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts)
1. University/ bachelor's degree in science or management with at least 2 years relevant experience or10 years of relevant and demonstrable experience.	No Degree or experience: non-compliant: 0 points Bachelor's Degree with experience: 1-4 point Master's Degree with experience: 5-8 points Or 10 years of relevant experience: 5-8 points		
2. Minimum of 3 years' demonstrable experience in the last 8 in exercise planning.	Less than 3 years: 0 Points 3-5 years: 1-4 Points 5+ years: 5-8 points		
3. Minimum of 3 years' demonstrable experience in the last 8 experience in analysing data.	Less than 3 years: 0 Points 3-5 years: 1-5 Points 6+ years: 6-10 points		
4. Minimum of 2 years' demonstrable experience in the last 8 working with cross-functional teams, including subject matter experts.	Less than 2 years: 0 points 2 years: 1-5 points Over 2 years: 6-10 points		
5. Demonstrable experience with managing and fostering relationships across all levels.	Less than 2 years: 0 points 2 years: 1-5 points Over 2 years: 6-10 points		
6. Minimum four years' demonstrable policy	Less than 4 years: 0 points 4 years: 1-5 points		

development and strategic analysis experience	Over 4 years: 6-10 points		
7. Minimum four years' demonstrable Strategic planning and engagements experience	Less than 4 years: 0 points 4 years: 1-5 points Over 4 years: 6-10 points		
8. Minimum four years' demonstrable Warfare development-related experience	Less than 4 years: 0 points 4 years: 1-4 points Over 4 years: 5-8 points		
9. Minimum Two years' demonstrable experience in project management.	Less than 2 years: 0 points 2-4 years: 1-4 Points 4+ years: 5-8 points		
10. Demonstrable experience with international organizations or multinational teams or working in a military defence environment.	Multinational: 1-4 points International: 5-8 points Military defence environment: 5-10 points		
11. Demonstrable knowledge of NATO structures and procedures.	Yes (8 points) No (0 points)		

Background

In recent years, NATO nations have launched a variety of innovation-focused initiatives in the military domain to leverage the unprecedented pace of technological development, much of it driven by the commercial sector. NATO responded by establishing a senior-level Innovation Board chaired by the Deputy Secretary General, which confirmed Allied Command Transformation's (ACT) role to "…play the leading role for innovation in NATO." ACT has since adapted its structures and processes to align with the ambitions of NATO nations and ensure innovation is delivered at speed and scale.

To deliver on this mandate, ACT has adopted Agile DevSecOps principles, emphasizing rapid, iterative delivery cycles and user-driven development. Many capability development efforts are software-intensive, while others integrate hardware and software into larger systems and services. Modern continuous integration and delivery toolsets are applied to ensure transparency, traceability, and responsiveness, allowing solutions to be developed, fielded, and refined quickly while remaining aligned with operational requirements.

The growing demand for digital solutions has led to an expanding backlog of projects requiring sustained contractor support. Contractors are embedded within ACT's cross-functional teams, working alongside staff in product-centric development efforts. These teams deliver Minimum Viable Products (MVPs) through rapid development cycles while simultaneously exploring emerging technologies that combine hardware and software integration. This dual-track approach ensures NATO can meet immediate operational needs while also experimenting with novel solutions that strengthen long-term capabilities.

To sustain and expand this capability, HQ SACT is seeking contractor support across multiple labor categories, including Solution Architects, DevSecOps Engineers, Full-Stack Developers, UI/UX Designers, Security Professionals, Acquisition and Contracting Specialists, Product Managers, Systems Engineers, Network Engineers, and Service Desk Operators. Contractors will be integrated into ACT teams under the guidance of the Contracting Officer's Technical Representative (COTR), working within an Agile DevSecOps framework to deliver user-centric, operationally relevant solutions at speed.

The contractor may be required, at the direction of the COTR, to undertake official travel in support of ACT, both within and outside NATO boundaries, for a maximum of 30 days per year or as otherwise agreed.

While no security clearance is required for remote contractors for the contract award, the contracting authority reserves the right to require an appropriate clearance at any point during contract execution. In such cases, reasonable processing times for the issuance of the clearance will be accepted and taken into account.

LABOR CATEGORY 10 – FULL-STACK DEVELOPER

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

Number of Candidates: Four (4) personnel required

Period of Performance:

Base Period: Award – 31 December 2026
Option Period 1: 1 January 2027 – 31 December 2027
Option Period 2: 1 January 2028 – 31 December 2028
Option Period 3: 1 January 2029 – 31 December 2029
Option Period 4: 1 January 2030 – 31 December 2030

Tasking

1. Build containerized application tools following the 12-Factor App methodology, Test Driven Development (TDD), and Extreme Programming (XP).
2. Develop products as part of a balanced agile team (Product Manager, Product Owner, UI/UX Designer, and Data Scientists as applicable).
3. Design and implement REST APIs and microservices architecture.
4. Develop full-stack solutions using modern JavaScript, Python, and/or Java frameworks.
5. Perform front-end development (e.g., React, Angular) and back-end development (e.g., Node.js, Django/Flask, SpringBoot).
6. Conduct database design and programming (e.g., MySQL, PostgreSQL, MongoDB).
7. Deploy containerized applications using Docker, Kubernetes, or OpenShift.
8. Work in a collaborative, pair programming environment as needed.
9. Rapidly learn and apply new programming languages, frameworks, and tools.
10. Support the creation of sustainable DevSecOps pipelines and agile delivery practices.

Essential Qualifications

1. Minimum 4 years of experience in full-stack development using JavaScript, Python, or Java.
2. Minimum 4 years of experience in front-end development (React, Angular, etc.) and/or back-end development (Node.js, Django/Flask, SpringBoot, etc.).
3. Minimum 4 years of experience in database design/programming (MySQL, PostgreSQL, etc.).
4. Experience in REST API design and development.
5. Experience with Test Driven Development (TDD).
6. Experience in Microservices Architecture.
7. Experience deploying containerized applications with Docker, Kubernetes, or OpenShift.
8. Experience working in collaborative, agile teams.
9. Experience delivering iterative releases in an Agile/DevSecOps environment.
10. Fluent in English (oral and written) at SLP 3333 or equivalent.

Annex B

Requirements Matrix

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

Company Name:

Proposed Candidate Name:

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

LABOR CATEGORY 10 – FULL-STACK DEVELOPER ON-SITE

Each candidate must have a separate compliance matrix

Item	Compliant	Non-Compliant
Minimum of one past performance citation within the last seven years to show successful completion of similar work.		
Contractor Company holds Active Facilities Security Clerance at NATO or National SECRET level or higher		
Fluent in English both written and oral.		
Active NATO or National SECRET (or higher) security clearance.		
Minimum of **50 Points** in the Subject Matter Expert Criteria.		
Proposed key personnel citizen of NATO member nation.		

Item	Range **Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.** **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.**	Page/Paragraph/Line Reference	Score
1. Experience in developing innovative digital products in a NATO or National defense institution	Every 1 year = 2 points (max 12 points)		
2. Full-stack development (JS/Python/Java)	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
3. Modern Front-End Frameworks (React/Angular)	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
4. Modern Back-End Frameworks (Node.js, Spring Boot, Django/Flask)	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
5. REST API / GraphQL / gRPC	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
6. Microservices Architecture + Cloud-Native Principles	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
7. Containers & Orchestration (Docker, Kubernetes, OpenShift)	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
8. CI/CD + DevSecOps (pipelines, security integration)	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
9. Test Driven Development + Automation Frameworks	<4 yrs: 1 point 4–6 yrs: 2–4 points		

	7–9 yrs: 5–7 points 10+ yrs: 8 points		
10. Database Systems (SQL + NoSQL, streaming/Kafka, etc.)	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
11. Experience delivering iterative releases in an Agile/DevSecOps environment	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
12. Balanced team and pair programming	<4 yrs: 1 point 4-6 yrs: 2 points 7–9 yrs: 3 points 10+ yrs: 4 points		
13. 4-year university degree in relevant field (computer science/systems engineering)	Relevant CS/Engineering degree = 4 points Otherwise = 0 points		

LABOR CATEGORY – 11 FULL-STACK DEVELOPER (REMOTE)

Location: Remote

Number of Candidates: Eleven (11) personnel required 2026–2030

Period of Performance:

Base Period: Award – 31 December 2026
Option Period 1: 1 January 2027 – 31 December 2027
Option Period 2: 1 January 2028 – 31 December 2028
Option Period 3: 1 January 2029 – 31 December 2029
Option Period 4: 1 January 2030 – 31 December 2030

Tasking

1. Build containerized application tools following the 12-Factor App methodology, Test Driven Development (TDD), and Extreme Programming (XP).
2. Develop products as part of a balanced agile team (Product Manager, Product Owner, UI/UX Designer, and Data Scientists as applicable).
3. Design and implement REST APIs and microservices architecture.
4. Develop full-stack solutions using modern JavaScript, Python, and/or Java frameworks.
5. Perform front-end development (e.g., React, Angular) and back-end development (e.g., Node.js, Django/Flask, SpringBoot).
6. Conduct database design and programming (e.g., MySQL, PostgreSQL, MongoDB).
7. Deploy containerized applications using Docker, Kubernetes, or OpenShift.
8. Work in a collaborative, pair programming environment as needed.
9. Rapidly learn and apply new programming languages, frameworks, and tools.
10. Support the creation of sustainable DevSecOps pipelines and agile delivery practices.

Essential Qualifications

1. Minimum 4 years of experience in full-stack development using JavaScript, Python, or Java.
2. Minimum 4 years of experience in front-end development (React, Angular, etc.) and/or back-end development (Node.js, Django/Flask, SpringBoot, etc.).
3. Minimum 4 years of experience in database design/programming (MySQL, PostgreSQL, etc.).
4. Experience in REST API design and development.
5. Experience with Test Driven Development (TDD).
6. Experience in Microservices Architecture.
7. Experience deploying containerized applications with Docker, Kubernetes, or OpenShift.
8. Experience working in collaborative, agile teams.
9. Experience delivering iterative releases in an Agile/DevSecOps environment.
10. Fluent in English (oral and written).

Annex B

Requirements Matrix

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

Company Name:

Proposed Candidate Name:

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

LABOR CATEGORY – 11 - FULL-STACK DEVELOPER (REMOTE)

Item	Compliant	Non-Compliant
Minimum of one past performance citation within the last seven years to show successful completion of similar work.		
Fluent in English both written and oral.		
Minimum of 50 Points in the Subject Matter Expert Criteria.		
Proposed key personnel citizen of NATO member nation.		

Subject Matter Expert Criteria (100 pts possible)

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.	Page/Paragraph/Line Reference	Score
1. Experience in developing innovative digital products in a NATO or National defense institution	Every 1 year = 2 points (max 12 points)		
2. Full-stack development (JS/Python/Java)	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
3. Modern Front-End Frameworks (React/Angular)	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
4. Modern Back-End Frameworks (Node.js, Spring Boot, Django/Flask)	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
5. REST API / GraphQL / gRPC	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
6. Microservices Architecture + Cloud-Native Principles	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
7. Containers & Orchestration (Docker, Kubernetes, OpenShift)	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
8. CI/CD + DevSecOps (pipelines, security integration)	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		

9. Test Driven Development + Automation Frameworks	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
10. Database Systems (SQL + NoSQL, streaming/Kafka, etc.)	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
11. Experience delivering iterative releases in an Agile/DevSecOps environment	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
12. Balanced team and pair programming	<4 yrs: 1 point 4-6 yrs: 2 points 7–9 yrs: 3 points 10+ yrs: 4 points		
13. 4-year university degree in relevant field (computer science/systems engineering)	Relevant CS/Engineering degree = 4 points Otherwise = 0 points		

LABOR CATEGORY 12 – DEVSECOPS ENGINEER

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

Number of Candidates: Two (2) candidates required

Period of Performance:

Base Period: Award – 31 December 2026
Option Period 1: 1 January 2027 – 31 December 2027
Option Period 2: 1 January 2028 – 31 December 2028
Option Period 3: 1 January 2029 – 31 December 2029
Option Period 4: 1 January 2030 – 31 December 2030

Tasking

1. Deploy and operate containerized services using orchestration frameworks to ensure scalability and resilience.
2. Automate infrastructure through Infrastructure as Code (IaC) to provide consistent and repeatable environments.
3. Deploy and monitor workloads in cloud environments (AWS, Azure, Google Cloud, VMware, OpenStack).
4. Implement site reliability engineering (SRE) and observability practices to ensure resilience, monitoring, logging, metrics, and distributed tracing.
5. Support high-throughput and service-oriented architectures, ensuring resilient and scalable deployments.
6. Deliver incremental capabilities in Agile and DevSecOps environments following frameworks such as Scrum, SAFe, or Kanban.
7. Design and manage secure networking and service meshes (TLS, Istio, Linkerd, API gateways) to ensure encrypted and reliable service-to-service communication.
8. Apply zero-trust principles and compliance automation to enforce security policies and validate system compliance.
9. Manage identity and access using secure methods for secrets, tokens, certificates, and least-privilege access control.

Essential Qualifications

1. Minimum 4 years of experience with containerization and orchestration (Docker, Kubernetes, OpenShift).
2. Minimum 4 years of experience in designing and maintaining CI/CD pipelines with automated testing and security validation.
3. Experience with Infrastructure as Code (Terraform, Ansible, Helm, Pulumi).
4. Experience deploying and securing workloads in hybrid/public cloud environments (AWS, Azure, Google Cloud, VMware, OpenStack).
5. Experience implementing site reliability engineering and observability practices (Prometheus, Grafana, ELK/Loki, OpenTelemetry).
6. Experience implementing scalable, resilient, high-throughput systems and service-oriented architectures.
7. Experience delivering capabilities in Agile/DevSecOps environments (Scrum, SAFe, Kanban).
8. Experience designing and managing secure networking and service mesh (TLS, Istio, Linkerd, API gateways).

9. Experience applying zero-trust principles and compliance automation (OPA, Kyverno, SBOM, CIS benchmarks).
10. Experience managing secrets and access policies using modern IAM solutions (Vault, AWS KMS, Azure Key Vault, RBAC/ABAC).
11. Fluent in English (oral and written).

Annex B

Requirements Matrix

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

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (include other citizenships):

LABOR CATEGORY12 – DEVSECOPS ENGINEER - **On site**

Item	Compliant	Non-Compliant
Minimum of one past performance citation within the last seven years to show successful completion of similar work.		
Contractor Company holds active Facilities Security Clerance (FSC) and NATO or National SECRET or higher		
Fluent in English both written and oral.		
Active NATO or National SECRET (or higher) security clearance.		
Minimum of 50 Points in the Subject Matter Expert Criteria.		
Proposed key personnel citizen of NATO member nation.		

Subject Matter Expert Criteria (100 pts possible)

Item	Range	Page/Paragraph/Line Reference	Score
	Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.		
1. Experience in developing and adapting a DevSecOps platform to allow Agile and innovative development in a NATO or National defense institution	Every 1 year = 2 points (max 12 points)		
2. Designing, operating, and securing containerized workloads at scale (Docker, Kubernetes, OpenShift)	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
3. Designing and maintaining pipelines with integrated automated testing and security validation (Jenkins, GitLab, GitHub Actions, PyTest, Selenium, SAST/DAST)	<4 yrs: 1 point 4–6 yrs: 3–6 points 7–9 yrs: 7–9 points 10+ yrs: 10 points		
4. Deploying and managing environments using automated, testable IaC tools (Terraform, Ansible, Helm, Pulumi)	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
5. Running and securing workloads in hybrid/public cloud	<4 yrs: 1 point 4–6 yrs: 2–4 points		

environments (AWS, Azure, Google Cloud, VMware, OpenStack)	7–9 yrs: 5–7 points 10+ yrs: 8 points		
6. Ensuring resilience and operational visibility through monitoring, logging, metrics, and distributed tracing (Prometheus, Grafana, ELK/Loki, OpenTelemetry)	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
7. IaaS. Implementing scalable, resilient, high-throughput systems and service-oriented architectures (SOA, distributed systems, performance tuning)	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
8. Delivering incremental capabilities using Agile and DevSecOps practices (Scrum, SAFe, Kanban)	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
9. Designing and managing secure networking and encrypted service-to-service communication (TLS, Istio, Linkerd, API gateways)	<4 yrs: 1 point 4–6 yrs: 3–6 points 7–9 yrs: 7–9 points 10+ yrs: 10 points		
10. Applying zero-trust principles and policy-as-code to enforce compliance automatically (OPA, Kyverno, SBOM, CIS benchmarks)	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
11. Managing secrets, certificates, and access policies to enforce least privilege (Vault, AWS KMS, Azure Key Vault, RBAC/ABAC)	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
12. Relevant Degree in Computer Science,	Yes = 4 points No = 0 points		

Engineering, or related discipline			

LABOR CATEGORY 13 – DEVSECOPS ENGINEER (REMOTE)

Location: Remote

Number of Candidates: One (1) candidate required

Period of Performance:

Base Period: Award – 31 December 2026
Option Period 1: 1 January 2027 – 31 December 2027
Option Period 2: 1 January 2028 – 31 December 2028
Option Period 3: 1 January 2029 – 31 December 2029
Option Period 4: 1 January 2030 – 31 December 2030

Tasking

1. Deploy and operate containerized services using orchestration frameworks to ensure scalability and resilience.
2. Automate infrastructure through Infrastructure as Code (IaC) to provide consistent and repeatable environments.
3. Deploy and monitor workloads in cloud environments (AWS, Azure, Google Cloud, VMware, OpenStack).
4. Implement site reliability engineering (SRE) and observability practices to ensure resilience, monitoring, logging, metrics, and distributed tracing.
5. Support high-throughput and service-oriented architectures, ensuring resilient and scalable deployments.
6. Deliver incremental capabilities in Agile and DevSecOps environments following frameworks such as Scrum, SAFe, or Kanban.
7. Design and manage secure networking and service meshes (TLS, Istio, Linkerd, API gateways) to ensure encrypted and reliable service-to-service communication.
8. Apply zero-trust principles and compliance automation to enforce security policies and validate system compliance.
9. Manage identity and access using secure methods for secrets, tokens, certificates, and least-privilege access control.

Essential Qualifications

1. Minimum 4 years of experience with containerization and orchestration (Docker, Kubernetes, OpenShift).
2. Minimum 4 years of experience in designing and maintaining CI/CD pipelines with automated testing and security validation.
3. Experience with Infrastructure as Code (Terraform, Ansible, Helm, Pulumi).
4. Experience deploying and securing workloads in hybrid/public cloud environments (AWS, Azure, Google Cloud, VMware, OpenStack).
5. Experience implementing site reliability engineering and observability practices (Prometheus, Grafana, ELK/Loki, OpenTelemetry).
6. Experience implementing scalable, resilient, high-throughput systems and service-oriented architectures.
7. Experience delivering capabilities in Agile/DevSecOps environments (Scrum, SAFe, Kanban).
8. Experience designing and managing secure networking and service mesh (TLS, Istio, Linkerd, API gateways).

9. Experience applying zero-trust principles and compliance automation (OPA, Kyverno, SBOM, CIS benchmarks).
10. Experience managing secrets and access policies using modern IAM solutions (Vault, AWS KMS, Azure Key Vault, RBAC/ABAC).
11. Fluent in English (oral and written).

Annex B

Requirements Matrix

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

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (include other citizenships):

LABOR CATEGORY 13 – DEVSECOPS ENGINEER (REMOTE)

Item	Compliant	Non-Compliant
Minimum of one past performance citation within the last seven years to show successful completion of similar work.		
Fluent in English both written and oral.		
Minimum of 50 Points in the Subject Matter Expert Criteria.		
Proposed key personnel citizen of NATO member nation.		

Subject Matter Expert Criteria (100 pts possible)

Item	Range	Page/Paragraph/Line Reference	Score
	Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.**		
1. Experience in developing and adapting a DevSecOps platform to allow Agile and innovative development in a NATO or National defense institution	Every 1 year = 2 points (max 12 points)		
2. Designing, operating, and securing containerized workloads at scale (Docker, Kubernetes, OpenShift)	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
3. Designing and maintaining pipelines with integrated automated testing and security validation (Jenkins, GitLab, GitHub Actions, PyTest, Selenium, SAST/DAST)	<4 yrs: 1 point 4–6 yrs: 3–6 points 7–9 yrs: 7–9 points 10+ yrs: 10 points		
4. Deploying and managing environments using automated, testable IaC tools (Terraform, Ansible, Helm, Pulumi)	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
5. Running and securing workloads in hybrid/public cloud	<4 yrs: 1 point 4–6 yrs: 2–4 points		

environments (AWS, Azure, Google Cloud, VMware, OpenStack)	7–9 yrs: 5–7 points 10+ yrs: 8 points		
6. Ensuring resilience and operational visibility through monitoring, logging, metrics, and distributed tracing (Prometheus, Grafana, ELK/Loki, OpenTelemetry)	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
7. Implementing scalable, resilient, high-throughput systems and service-oriented architectures (SOA, distributed systems, performance tuning)	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
8. Delivering incremental capabilities using Agile and DevSecOps practices (Scrum, SAFe, Kanban)	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
9. Designing and managing secure networking and encrypted service-to-service communication (TLS, Istio, Linkerd, API gateways)	<4 yrs: 1 point 4–6 yrs: 3–6 points 7–9 yrs: 7–9 points 10+ yrs: 10 points		
10. Applying zero-trust principles and policy-as-code to enforce compliance automatically (OPA, Kyverno, SBOM, CIS benchmarks)	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
11. Managing secrets, certificates, and access policies to enforce least privilege (Vault, AWS KMS, Azure Key Vault, RBAC/ABAC)	<4 yrs: 1 point 4–6 yrs: 2–4 points 7–9 yrs: 5–7 points 10+ yrs: 8 points		
12. Relevant Degree in Computer Science,	Yes = 4 points No = 0 points		

Engineering, or related discipline			

LABOR CATEGORY 14 – SOLUTIONS ARCHITECT

Location: Remote

Number of Candidates: **Two (2) candidates required**

Period of Performance:

Base Period: Award – 31 December 2026
Option Period 1: 1 January 2027 – 31 December 2027
Option Period 2: 1 January 2028 – 31 December 2028
Option Period 3: 1 January 2029 – 31 December 2029
Option Period 4: 1 January 2030 – 31 December 2030

Tasking:

1. Provide architectural leadership for innovative digital products developed in NATO or National defense institutions, ensuring solutions support mission requirements.
2. Oversee the design and integration of modern software and hardware architectures, ensuring scalability, resilience, and long-term sustainability.
3. Provide architectural mentorship to development teams, ensuring consistent application of design principles and practices across projects.
4. Collaborate with developers, engineers, and stakeholders to identify optimal technology approaches that enable Agile and DevSecOps practices.
5. Develop and maintain architectural documentation, including risk assessments, trade-off analyses, and implementation strategies.
6. Evaluate emerging technologies and guide their adoption where appropriate to improve agility, resilience, and mission relevance.
7. Balance technical debt, immediate mission requirements, and long-term sustainability in architectural decision-making.
8. Advise on identity and access management (IAM) design patterns to support secure and federated user access across systems.
9. Promote adoption of architectural modeling standards (UML, ArchiMate, BPMN) and tools (Enterprise Architect, Archi, ARIS, XMLSpy, etc.).
10. Communicate complex technical concepts to both technical and non-technical stakeholders to enable informed decision-making.

Essential Qualifications

1. Minimum 4 years of experience in software and/or hardware architecture, including design patterns and paradigm shifts.
2. Experience leading cross-functional teams and providing mentorship in applying architectural principles.
3. Experience evaluating and integrating emerging technologies into operational systems.
4. Experience in modern Identity and Access Management (IAM) solution patterns.
5. Experience working in Agile DevSecOps teams with CI/CD practices and relevant certifications.
6. Experience developing documentation on technology solutions, including risk assessment, trade-offs, and implementation strategies.
7. Familiarity with architectural modeling standards (UML, ArchiMate, BPMN) and tools (Enterprise Architect, Archi, ARIS, XMLSpy, etc.).
8. Proven ability to communicate complex technical issues effectively to technical and non-technical audiences.
9. Fluent in English (oral and written).

Annex B

Requirements Matrix

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

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (include other citizenships):

Compliance Items

Item	Compliant	Non-Compliant
Minimum of one past performance citation within the last seven years to show successful completion of similar work.		
Fluent in English both written and oral.		
Minimum of 50 Points in the Subject Matter Expert Criteria.		
Proposed key personnel citizen of NATO member nation.		

Subject Matter Expert Criteria (100 pts possible)

Item	Range	Page/Paragraph/Line Reference	Score
	Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.**		
1. Experience in designing innovative digital products/systems in a NATO or National defense institution	Every 1 year = 2 points (max 12 points)		
2. Proven experience in end-to-end software solution delivery across front-end, back-end, and integration layers	<4 yrs = 1 point 4 yrs = 3 points +1 point per additional year (max 12 points)		
3. Knowledge of modern software/hardware architectures, design patterns, key technologies, and paradigm shifts	<4 yrs = 1 point 4 yrs = 3 points +1 point per additional year (max 12 points)		
4. Familiarity with information system design tools and techniques	<4 yrs = 1 point 4 yrs = 3 points +1 point per additional year (max 8 points)		
5. Experience in modern Identity and Access Management (IAM) solution patterns	<4 yrs = 1 point 4 yrs = 3 points +1 point per additional year (max 8 points)		
6. Experience developing documentation on technology solutions (risk assessment,	<4 yrs = 1 point 4 yrs = 3 points +1 point per additional year (max 8 points)		

trade-offs, implementation strategy)			
7. Experience leading cross-functional teams and providing architectural mentorship	<4 yrs = 1 point 4 yrs = 3 points +1 point per additional year (max 12 points)		
8. Familiarity with architecture modeling standards (UML, ArchiMate, BPMN) and tools (Enterprise Architect, Archi, ARIS, XMLSpy)	<4 yrs = 1 point 4 yrs = 3 points +1 point per additional year (max 9 points)		
9. Proven ability to communicate complex technical issues effectively to technical and non-technical audiences	<4 yrs = 1 point 4 yrs = 3 points +1 point per additional year (max 12 points)		
10. Relevant Degree in Computer Science, Engineering, or related discipline	Yes = 7 points No = 0 points		

LABOR CATEGORY 15 – PRODUCT MANAGER (REMOTE)

Location: Remote

Number of Candidates: Three (3) Candidates

Period of Performance:

- Base Period: Award – 31 December 2026
- Option Period 1: 1 January 2027 – 31 December 2027
- Option Period 2: 1 January 2028 – 31 December 2028
- Option Period 3: 1 January 2029 – 31 December 2029
- Option Period 4: 1 January 2030 – 31 December 2030

Tasking

1. Ensure the product direction provides value to the end user and aligns with organizational goals.
2. Manage product backlogs, including writing acceptance criteria and ensuring proper prioritization.
3. Drive the product vision and communicate it effectively to stakeholders and development teams.
4. Collaborate closely with Agile/DevSecOps teams to ensure incremental and user-centric delivery.
5. Lead iterative planning meetings to ensure stories are accurately estimated and prioritized to best fit user needs.
6. Develop and maintain product roadmaps that support both short-term objectives and long-term strategies.
7. Translate user needs into business value and balance priorities between user requirements and organizational benefit.
8. Facilitate product information campaigns using modern communication channels (e.g., Twitter, blogs, community forums).
9. Coordinate and lead productive meetings (standups, retrospectives, demos, reviews) that drive product outcomes.
10. Maintain awareness of industry best practices for product management and apply lessons learned to ongoing projects.
11. Provide technical fluency when collaborating with development teams to ensure alignment on architecture, APIs, CI/CD, and other delivery pipelines.

Essential Qualifications

1. Experience in designing innovative digital products/systems in a NATO or National defense institution.
2. Proven experience managing product roadmaps, backlogs, and prioritization.
3. Deep understanding of customers, technology, competition, and the ability to execute product strategy.
4. Experience collaborating with high-performing Agile/DevSecOps development teams (standups, retrospectives, design reviews, user research, demos).
5. Experience with planning and execution of product information campaigns using modern communication channels (Twitter, blogs, etc.).
6. Experience driving product vision and effectively communicating this vision across Agile teams.

7. Ability to translate user needs into business value and ensure user-centric prioritization of features and backlog.
8. Knowledge of industry best practices for Product Managers and commitment to continuous professional learning.
9. Ability to facilitate productive meetings that drive product outcomes.
10. Familiarity with technical concepts to effectively communicate with development teams (APIs, architectures, CI/CD, cloud-native basics).
11. Professional Scrum Product Owner (PSPO) or equivalent certification.
12. University degree in ICT, Business, or a related discipline.

Annex B

Requirements Matrix

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

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (include other citizenships):

Labor Category 15 – Product Manager (Remote)

Item	Compliant	Non-Compliant
Minimum of one past performance citation within the last seven years showing successful completion of similar work.		
Fluent in English (written and oral).		
Minimum of 50 Points in the Subject Matter Expert Criteria.		
Proposed key personnel citizen of a NATO member nation.		

Subject Matter Expert Criteria Matrix (100 points possible)

Item	Range	Page/Paragraph/Line #	Score (100 pts possible)
	Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.		
1. Experience in developing innovative digital products/systems in a NATO or National defense institution	<4 yrs = 1 pt 5 yrs = 3 pts +1 pt per additional year (max 12 pts)		
2. Experience managing product roadmaps, backlogs, and prioritization	<4 yrs = 1 pt 5 yrs = 3 pts +1 pt per additional year (max 10 pts)		
3. Proven experience with deep understanding of customers, technology, competition, and ability to execute product strategy	<4 yrs = 1 pt 5 yrs = 3 pts +1 pt per additional year (max 10 pts)		
4. Experience working with high-performing software development teams following agile methodologies (standups, retrospectives, design reviews, user research, demos)	<4 yrs = 1 pt 5 yrs = 3 pts +1 pt per additional year (max 10 pts)		
5. Experience with planning for and execution of product information campaigns using modern communication	<4 yrs = 1 pt 5 yrs = 3 pts +1 pt per additional year (max 6 pts)		

channels (Twitter, blogs, etc.)			
6. Experience driving the product vision and success across the agile team and effectively communicating this vision	<4 yrs = 1 pt 5 yrs = 3 pts +1 pt per additional year (max 6 pts)		
7. Ability to translate user needs into business value and ensure user-centric prioritization of features and backlog	<4 yrs = 1 pt 5 yrs = 3 pts +1 pt per additional year (max 10 pts)		
8. Knowledgeable and continuously educated on industry best practices for Product Managers	<4 yrs = 1 pt 5 yrs = 3 pts +1 pt per additional year (max 8 pts)		
9. Comfortable facilitating productive meetings that drive product outcomes	<4 yrs = 1 pt 5 yrs = 3 pts +1 pt per additional year (max 8 pts)		
10. Familiarity with technical concepts to effectively communicate with development teams (APIs, architectures, CI/CD, cloud-native basics)	<4 yrs = 1 pt 5 yrs = 3 pts +1 pt per additional year (max 8 pts)		
11. Professional Scrum Product Owner (PSPO) or equivalent certification	PSPO I = 3 pts PSPO II/III = 6 pts		
12. University degree in Information & Communication Technology (ICT), Business or related discipline	Yes = 6 pts No = 0 pts		

LABOR CATEGORY 16 UI/UX DESIGNER (REMOTE)

Location: Remote

Number of Candidates: Five (5) Candidates

Period of Performance:

Base Period: Award – 31 December 2026
Option Period 1: 1 January 2027 – 31 December 2027
Option Period 2: 1 January 2028 – 31 December 2028
Option Period 3: 1 January 2029 – 31 December 2029
Option Period 4: 1 January 2030 – 31 December 2030

Tasking

1. Support product teams by applying User-Centered Design (UCD) best practices throughout the software lifecycle.
2. Engage with end users through the agile product development process to ensure solutions meet operational needs.
3. Establish feedback loops with customers and apply the Build–Measure–Learn cycle to guide iterative product development.
4. Conduct user research, including interviews, usability testing, and surveys, to validate design assumptions.
5. Create design artifacts such as sketches, flows, wireframes, high-fidelity mockups, and interactive prototypes.
6. Ensure all design work complies with accessibility standards (WCAG, Section 508) and follows industry best practices for inclusive design.
7. Collaborate with Product Managers on backlog refinement and prioritization to align design priorities with business value.
8. Provide clarification to developers during implementation to ensure user expectations are met.
9. Collaborate within cross-functional Agile/DevSecOps teams, actively participating in standups, demos, and retrospectives.
10. Present and communicate design decisions effectively to stakeholders and senior leadership.

Essential Qualifications

1. Proven UI/UX industry experience on complex web and/or mobile application design projects.
2. Strong skills in user research, usability testing, and user-centered design methods.
3. Experience collaborating in Agile/DevSecOps environments, including backlog refinement with Product Managers.
4. Proficiency with modern design and prototyping tools (e.g., Figma, Sketch, Adobe XD, Axure, InVision).
5. Knowledge and practical application of accessibility standards (WCAG, Section 508) and inclusive design principles.
6. Experience producing deliverables such as wireframes, user flows, prototypes, and high-fidelity mockups.
7. Strong communication, facilitation, and stakeholder collaboration skills.

8. Fluent in English (oral and written).
9. Portfolio of work demonstrating past design solutions and methodology.
10. Certification in UI/UX or related field (UI Design, UX Analyst, Human-Centered Design) desirable.
11. University degree in Human Computer Interaction (HCI), Human Factors, Human Centered Design/Engineering, or related discipline desirable.

Annex B

Requirements Matrix

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

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (include other citizenships):

LABOR CATEGORY #16 UI/UX DESIGNER (REMOTE)

Item	Compliant	Non-Compliant
Minimum of one past performance citation within the last seven years for similar or directly traceable work		
Fluent in English (oral and written)		
Minimum of **50 points** in the Subject Matter Expert (SME) Criteria		
Proposed key personnel must be a citizen of a NATO member nation (all nationalities, including multiple citizenships, must be indicated)		

Subject Matter Expert (SME) Criteria – 100 Points Possible

Item	Range	Page/Paragraph/Line #	Score (100 pts possible)
	Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.**		
1. Experience in designing innovative digital products/systems in a NATO or National defense institution — 12 pts	<4 yrs = 1 pt 4 yrs = 3 pts +1 pt per additional year (max 12 pts)		
2. UI/UX industry experience on complex web/mobile applications (flows, wireframes, mockups, prototypes) — 12 pts	<4 yrs = 1 pt 4 yrs = 3 pts +1 pt per additional year (max 12 pts)		
3. Proficiency in design/prototyping tools (Figma, Sketch, Adobe XD, Axure, InVision, etc.) — 8 pts	<4 yrs = 1 pt 4 yrs = 3 pts +1 pt per additional year (max 8 pts)		
4. Knowledge of accessibility standards, inclusive design, and visual design best practices (WCAG, Section 508, etc.) — 8 pts	<4 yrs = 1 pt 4 yrs = 3 pts +1 pt per additional year (max 8 pts)		
5. Experience collaborating in Agile/DevSecOps teams (standups, demos, retrospectives) — 10 pts	<4 yrs = 1 pt 4 yrs = 3 pts +1 pt per additional year (max 10 pts)		
6. Experience working with Product	<4 yrs = 1 pt 4 yrs = 3 pts		

Managers on backlog refinement & prioritization — 10 pts	+1 pt per additional year (max 10 pts)		
7. User research, usability testing, and UCD methods (interviews, usability studies, feedback integration) — 12 pts	<4 yrs = 1 pt 4 yrs = 3 pts +1 pt per additional year (max 12 pts)		
8. Communication and stakeholder collaboration skills (explaining design concepts, working with PMs/devs) — 10 pts	<4 yrs = 1 pt 4 yrs = 3 pts +1 pt per additional year (max 10 pts)		
9. Portfolio of work (flows, wireframes, visual designs, case studies) — 8 pts	No = 0 pts Yes = 8 pts		
10. UI/UX or related certification (UI Design, UX Analyst, Human-Centered Design, etc.) — 5 pts	No = 0 pts Yes = 5 pts		
11. University degree in Human Computer Interaction (HCI), Human Factors, or related field — 5 pts	No = 0 pts Yes = 5 pts		

LABOR CATEGORY 17 – SECURITY PROFESSIONAL (ON-SITE)

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

Number of Candidates: One (1) Candidate

Period of Performance:

Base Period: Award – 31 December 2026
Option Period 1: 1 January 2027 – 31 December 2027
Option Period 2: 1 January 2028 – 31 December 2028
Option Period 3: 1 January 2029 – 31 December 2029
Option Period 4: 1 January 2030 – 31 December 2030

Tasking:
1. Provide subject matter expertise in cybersecurity engineering to design and implement secure systems, networks, and applications across NATO environments.
2. Engineer, implement, and monitor technical and organizational security measures for the protection of computer systems, networks, and sensitive information.
3. Identify, define, and document system security requirements, ensuring they align with NATO security standards and operational priorities.
4. Design secure architectures and develop detailed Cybersecurity designs, supporting enterprise-scale solutions and mission-critical systems.
5. Plan, research, and develop security policies, standards, and procedures aligned with NATO standards.
6. Deploy, configure, and monitor advanced security tools and vulnerability management solutions (e.g., Nessus, Prisma, Qualys, Burp Suite, OpenVAS).
7. Integrate security principles into Agile and DevSecOps workflows to ensure security is embedded from the outset of product development.
8. Perform risk assessments using established tools and frameworks, advising stakeholders on mitigation strategies.
9. Conduct incident response planning, disaster recovery preparation, and contribute to forensic investigations where required.
10. Collaborate closely with developers, system administrators, and product managers to ensure security requirements are met throughout the lifecycle.
11. Clearly communicate complex cybersecurity risks and issues to technical teams, leadership, and non-technical audiences.

Essential Qualifications

1. Proven experience engineering, implementing, and monitoring security measures across networks, systems, and applications.
2. Demonstrated ability to define, document, and maintain security requirements aligned with organizational goals.
3. Experience designing secure enterprise architectures and developing detailed cybersecurity designs.
4. Hands-on experience with vulnerability assessment, intrusion detection, firewalls, anti-virus, and content filtering.
5. Experience using security tools such as Nessus, Prisma, Qualys, Burp Suite, OpenVAS, or equivalent.
6. Experience in risk assessment and security auditing methodologies.

7. Experience planning, developing, and maintaining security policies, standards, and procedures.
8. Proven track record in system administration across multiple operating systems and platforms.
9. Strong communication skills to present complex security issues to peers, management, and leadership.
10. Security certifications (CISSP, CISM, Security+, CEH, or equivalent).
11. University degree in ICT, Information Security, or related discipline.
12. Fluent in English (oral and written).
13. Active NATO or National SECRET (or higher) security clearance at the time of award.

Annex B

Requirements Matrix

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

Company Name:

Proposed Candidate Name:

LABOR CATEGORY #17 – SECURITY PROFESSIONAL (ON-SITE)

Item	Compliant	Non-Compliant
A minimum of one past performance citation within the last seven years demonstrating successful completion of work similar to or directly traceable to the requirements of this SOW.		
Contractor Company holds active Facilities Security Clerance (FSC) at NATO or National SECRET or higher		
Demonstrated proficiency in English (listening, speaking, reading, writing).		
Active NATO or National SECRET (or higher) security clearance.		
Minimum of **50 points** in the Subject Matter Expert Criteria.		
Proposed key personnel must be citizens of NATO member nations (all nationalities, including dual, must be declared).		

Subject Matter Expert (SME) Criteria Matrix

Item	Range	Page/Paragraph/Line #	Score (100 pts possible)
	Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.**		
Engineering, implementing, and monitoring system/network/information security measures (incl. code analysis & vulnerability mgmt). — 12 pts	<4 yrs = 1 pt 4 yrs = 3 pts +1 pt per additional year (max 12 pts)		
Defining and documenting system security requirements. — 10 pts	<4 yrs = 1 pt 4 yrs = 3 pts +1 pt per additional year (max 10 pts)		
Designing secure architectures and detailed cybersecurity designs. — 12 pts	<4 yrs = 1 pt 4 yrs = 3 pts +1 pt per additional year (max 12 pts)		
Embedding security practices in Agile/DevSecOps or lean start-up teams. — 8 pts	<4 yrs = 1 pt 4 yrs = 3 pts +1 pt per additional year (max 8 pts)		
Intrusion detection, firewalls, anti-virus, content filtering. — 8 pts	<4 yrs = 1 pt 4 yrs = 3 pts +1 pt per additional year (max 8 pts)		
Risk assessment tools, technologies, and methods. — 8 pts	<4 yrs = 1 pt 4 yrs = 3 pts +1 pt per additional year (max 8 pts)		
Planning, researching, developing security policies, standards, and procedures. — 6 pts	<4 yrs = 1 pt 4 yrs = 3 pts +1 pt per additional year (max 6 pts)		
System administration experience across multiple platforms. — 6 pts	<4 yrs = 1 pt 4 yrs = 3 pts +1 pt per additional year (max 6 pts)		

Communicating complex network security issues effectively. — 6 pts	<4 yrs = 1 pt 4 yrs = 3 pts +1 pt per additional year (max 6 pts)		
Experience with specialized security tools (e.g., Nessus, Prisma, Qualys, Burp Suite, OpenVAS). — 8 pts	<4 yrs = 1 pt 4 yrs = 3 pts +1 pt per additional year (max 8 pts)		
Security certifications (CISSP, CISM, Security+, CEH, etc.). — 8 pts	No = 0 pts Yes = 8 pts		
University degree in Infromation Communication Technology (ICT), Information Security, or related discipline. — 8 pts	No = 0 pts Yes = 8 pts		

LABOR CATEGORY 18 – APPLIED TECHNOLOGY ENGINEER

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

Number of Candidates: Two Candidates

Period of Performance:

Base Period: Contract Award – 31 December 2026
Option Period 1: 1 January 2027 – 31 December 2027
Option Period 2: 1 January 2028 – 31 December 2028
Option Period 3: 1 January 2029 – 31 December 2029
Option Period 4: 1 January 2030 – 31 December 2030

Tasking:

1. Deliver hardware and integrated technology solutions to support small-scale innovation projects in domains such as robotics, autonomous systems, IoT, radio links, and sensing.
2. Support operational use of these solutions in experimentation and contribute to rapid adoption of new technologies in military contexts.
3. Design and prototype electronic and electromechanical components using 3D printing, PCB design, soldering, and related fabrication methods.
4. Integrate electronics with software and networks, ensuring secure and resilient system behavior.
5. Apply knowledge of AI on the edge, machine vision, and advanced sensors to practical solutions.
6. Document solutions in clear technical documentation, user/admin guides, and step-by-step instructions in platforms such as Confluence.
7. Collaborate closely with cross-functional teams, including software developers and operational users, to deliver integrated solutions.
8. Maintain awareness of technology trends (robotics, IoT, AI, sensing, automation) and evaluate applicability to NATO missions.
9. Employ Agile, Design Thinking, and iterative prototyping methods to explore and validate innovative concepts.
10. Perform additional tasks as directed by the COTR related to innovation support.
11. As directed by the COTR, travel on official business in support of ACT both within and outside NATO's boundaries for up to 30 days per year. The contractor shall be responsible for completing a Contractor Travel Request Form and following the ACT Financial Manual Chapter 24 – Contractor Travel.

Essential Qualifications:

1. Relevant degree in Electronics Engineering, Information Technology, Mechatronics, or related discipline.
2. Professional experience integrating and customizing electronics for robotics, IoT, sensing, or other austere applications.
3. Professional experience in integrating electronics with networks and software.
4. Proven track record in robotics, IoT, automation platforms (e.g., ROS, industrial IoT, home automation).
5. Experience with AI on the edge, machine vision, and advanced sensor integration.

6. Strong practical skills in prototyping and fabrication (3D printing, soldering, wiring, PCB design, schematic drafting).
7. Demonstrated ability to design and implement secure, resilient, and scalable electronic systems incorporating security and redundancy.
8. Ability to document solutions effectively in user/admin guides, manuals, or platforms such as Confluence.
9. Proven ability to work collaboratively in cross-functional and interdisciplinary teams.
10. Familiarity with Agile and Design Thinking practices applied to prototyping and user-centric experimentation.
11. Proficiency in Microsoft Office and collaborative software.
12. Fluent in English (written and oral).
13. Active NATO or National SECRET (or higher) security clearance.

Annex B

Requirements Matrix

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

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (include other citizenships):

LABOR CATEGORY #18 – APPLIED TECHNOLOGY ENGINEER

Item	Compliant	Non-Compliant
Minimum of one past performance citation within the last seven years **Applicable to the Contractor Company**		
Contractor Company holds Active Facilities Security Clearance (FSC) at NATO or National SECRET or higher		
Demonstrated proficiency in English		
Candidate holds Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the Microsoft Office Tool suite and collaborative software		
Minimum of **50 Points** in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation		

Subject Matter Expert Criteria Matrix

Item	Range **Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.** **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.** **+1 point for each additional year (max as noted).**	**Page/Paragraph/Line Reference**	**Score**
1. Relevant degree in Electronics Engineering, IT, Mechatronics, or related discipline	Yes = 8 points; No = 0 points		
2. Hardware integration in RAS/IoT/austere conditions (custom electronics, ruggedized solutions, sensors)	<4 yrs = 1 point; 4 yrs = 3 points; +1 point per additional year (max 12 pts)		
3. Electronics integration with networks and software (protocols, middleware, data exchange)	<4 yrs = 1 point; 4 yrs = 3 points; +1 point per additional year (max 12 pts)		
4. Track record in robotics, IoT, automation platforms (e.g., ROS, industrial IoT, home automation)	<4 yrs = 1 point; 4 yrs = 3 points; +1 point per additional year (max 12 pts)		
5. Experience with AI on the edge, machine vision, and advanced sensor integration	<4 yrs = 1 point; 4 yrs = 3 points; +1 point per additional year (max 10 pts)		
6. Hands-on prototyping and fabrication (3D printing, soldering, PCB design, wiring, schematics)	<4 yrs = 1 point; 4 yrs = 3 points; +1 point per additional year (max 12 pts)		

7. Design and implementation of secure, resilient, and scalable electronic systems (cybersecurity, failover, redundancy)	<4 yrs = 1 point; 4 yrs = 3 points; +1 point per additional year (max 10 pts)		
8. Solution documentation (user/admin guides, Confluence, technical manuals)	<4 yrs = 1 point; 4 yrs = 3 points; +1 point per additional year (max 8 pts)		
9. Collaboration in cross-functional teams (esp. software developers and operators)	<4 yrs = 1 point; 4 yrs = 3 points; +1 point per additional year (max 8 pts)		
10. Familiarity with Agile/Design Thinking methods (prototyping, experimentation, user-centric testing)	<4 yrs = 1 point; 4 yrs = 3 points; +1 point per additional year (max 8 pts)		

LABOR CATEGORY 19 NETWORK & SYSTEMS INTEGRATION ENGINEER

Number of Candidates: One Candidate

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

Period of Performance:

Base Period: Contract Award – 31 December 2026
Option Period One: 1 January 2027 – 31 December 2027
Option Period Two: 1 January 2028 – 31 December 2028
Option Period Three: 1 January 2029 – 31 December 2029
Option Period Four: 1 January 2030 – 31 December 2030

Tasking:

1. Provide networking and IT services support to NATO exercises and associated events organized by NATO bodies.
2. Collaborate with software and system teams to design, configure, and deploy resilient on-prem networking solutions supporting innovation activities.
3. Support administration and maintenance of virtualization environments (e.g., Proxmox, VMware, LXC/VPS hosting) and integration with containerized workloads (e.g., Docker, Kubernetes).
4. Implement and maintain networking security measures, including configuration of firewalls, VPNs, ACLs, and encryption technologies (e.g., TLS, PKI).
5. Conduct system administration on Linux and Windows platforms to ensure services interoperate with networking infrastructure.
6. Document networking and infrastructure solutions, including configuration baselines, administration guides, and step-by-step procedures in platforms such as Confluence.
7. Collaborate with cross-functional and interdisciplinary teams, including software development and operational support staff.
8. Perform additional tasks as directed by the COTR in support of NATO innovation requirements.
9. As directed by the COTR, travel on official business in support of ACT both within and outside NATO's boundaries for up to 30 days per year. The contractor shall be responsible for completing a Contractor Travel Request Form and following the ACT Financial Manual Chapter 24 – Contractor Travel.

Essential Qualifications:

1. Bachelor's degree in Computer Science, Information Technology, Networking, or a related discipline.
2. Proven experience designing, configuring, and maintaining networking infrastructures (routing, switching, firewalls, VPNs, ACLs) in operational environments.
3. Experience with containerization and orchestration technologies (e.g., Docker, Podman, Kubernetes, OpenShift) to support networked solutions.
4. Familiarity with DevOps practices and automation tools for deploying and managing network services (e.g., Ansible, Terraform).
5. Proven experience with Linux and Windows system administration in hybrid or virtualized environments.

6. Strong experience with virtualization solutions (e.g., Proxmox, VMware, LXC/VPS hosting) supporting infrastructure and services.
7. Experience applying cryptographic elements, including key management (PKI), encryption algorithms (AES), and encryption in transit (TLS).
8. Experience in documenting solutions, maintaining configuration guides, and producing administration documentation in collaborative platforms (e.g., Confluence).
9. Proven ability to work collaboratively in cross-functional and interdisciplinary teams, including software development and operational support teams.
10. Fluent in English (Written and Oral).
11. Proficiency in the use of the Microsoft Office tool suite and collaborative software.
12. NATO SECRET-level security clearance, or active SECRET security clearance issued by a national authority.

Annex B

Requirements Matrix

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

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (include other citizenships):

Labor Category #19 Network & Systems Integration Engineer

Item	Compliant	Non-Compliant
Minimum of one past performance citation within the last seven years to show successful completion of work traceable to this SOW.		
Contractor Company holds NATO or National Facilities Security Clearance (FSC) at SECRET or higher		
Fluent in English (written and oral).		
Candidate holds 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 Microsoft Office Tool suite and collaborative software.		
Minimum of **50 Points** in the Subject Matter Expert Criteria.		
Key personnel citizen of a NATO member nation (nationality must be indicated, including other citizenships).		

Subject Matter Expert (SME) Criteria Matrix

Item	Range	Page/Paragraph/Line Reference	Score
	Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.** **+1 point for each additional year (max as noted).**		
1. Bachelor's degree in Computer Science, Networking, or related field	Yes = 6 points; No = 0 points		
2. Containerization & orchestration (Docker, Podman, Kubernetes/OpenShift) including container networking	<4 years = 1 point; 4 years = 3 points; +1 point for each additional year (max 12 points)		
3. DevOps practices, tools, and methodologies applied to networking/infra (e.g., config management, IaC)	<4 years = 1 point; 4 years = 3 points; +1 point for each additional year (max 10 points)		
4. Linux & Windows system administration supporting network/virtualization platforms	<4 years = 1 point; 4 years = 3 points; +1 point for each additional year (max 8 points)		
5. Resiliency & redundancy design with virtualization/onprem networking (Proxmox, Mikrotik scripting, clustering, HA/failover)	<4 years = 1 point; 4 years = 3 points; +1 point for each additional year (max 12 points)		
6. Networking concepts & technologies including security controls (routing/switching,	<4 years = 1 point; 4 years = 3 points; +1 point for each additional year (max 12 points)		

VLANs, firewalls, VPNs, ACLs)			
7. Cryptographic elements (PKI, key management, AES), encryption in transit (TLS/IPsec/OpenVPN)	<4 years = 1 point; 4 years = 3 points; +1 point for each additional year (max 10 points)		
8. Monitoring & troubleshooting (NMS/SNMP, NetFlow/sFlow, Wireshark/tcpdump, Prometheus/Grafana, syslog)	<4 years = 1 point; 4 years = 3 points; +1 point for each additional year (max 10 points)		
9. Scripting & network automation (Python, Bash, Ansible, Netmiko/Nornir, Mikrotik scripting)	<4 years = 1 point; 4 years = 3 points; +1 point for each additional year (max 8 points)		
10. Documentation discipline (HLD/LLD, SOPs/runbooks, configuration baselines; Confluence)	<4 years = 1 point; 4 years = 3 points; +1 point for each additional year (max 6 points)		
11. Collaboration in crossfunctional environments (networking + software + operations)	<4 years = 1 point; 4 years = 3 points; +1 point for each additional year (max 6 points)		

LABOR CATEGORY 20 DIGITAL SUPPORT SPECIALIST

Number of Candidates: One (1) Candidate

Location: Remote

Period of Performance:

Base Period: Contract Award – 31 December 2026
Option Period One: 1 January 2027 – 31 December 2027
Option Period Two: 1 January 2028 – 31 December 2028
Option Period Three: 1 January 2029 – 31 December 2029
Option Period Four: 1 January 2030 – 31 December 2030

Taskings:

1. Support onboarding of users into applications, including account creation, permissions management, and initial troubleshooting.
2. Provide first-line helpdesk support by email, phone, and ticketing systems, escalating issues to product or development teams when required.
3. Review and assist in maintaining user documentation for applications, ensuring clarity and accuracy.
4. Identify, document, and escalate bugs or recurring issues to the respective product team.
5. Maintain knowledge entries in Information & Knowledge Management (IKM) tools, ensuring lessons learned and troubleshooting procedures are recorded and accessible.
6. Monitor application performance and availability using existing tools, escalating incidents as necessary.
7. Identify potential improvements to applications and provide user feedback to product and development teams.
8. Deliver short training sessions, user guides, and onboarding material to support end users.
9. Maintain an awareness of cybersecurity best practices and assist in preventing unauthorized access or data loss incidents.
10. Perform additional tasks as required by the COTR related to application support.

Essential Qualifications:

1. Two years of vocational training in IT, computer-related sciences, or related disciplines.
2. A minimum of 3 years (within the last 6) providing helpdesk or end-user support, including account creation, troubleshooting, and user onboarding.
3. Experience with helpdesk tracking/ticketing software (e.g., Jira, GitLab, ServiceNow, Remedy).
4. Familiarity with Agile/DevSecOps practices and collaboration tools (e.g., Jira, Confluence, GitLab).
5. Experience documenting solutions, FAQs, troubleshooting guides, and maintaining knowledge management entries (e.g., Confluence, IKM tools).
6. Knowledge of data security principles and best practices relevant to end-user support.
7. Experience with application monitoring and incident management (e.g., Nagios, Prometheus, Splunk, Grafana).
8. Strong communication skills, with experience training or onboarding users and producing user-friendly documentation.

9. Proven ability to work collaboratively in cross-functional and interdisciplinary teams (support, development, product).
10. Fluent in English (Written and Oral).
11. Proficiency in the use of the Microsoft Office tool suite and collaborative software.

Annex B

Requirements Matrix

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

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (include other citizenships):

LABOR CATEGORY #20 Digital Support Specialist

Item	Compliant	Non-Compliant
Minimum of one past performance citation within the last seven years for similar or directly traceable work		
Fluent in English (oral and written)		
Minimum of **50 points** in the Subject Matter Expert (SME) Criteria		
Proposed key personnel must be a citizen of a NATO member nation (all nationalities, including multiple citizenships, must be indicated)		

Subject Matter Expert (SME) Criteria Matrix:

Item	Range Point values are 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) where experience can be validated will result in disqualification.	Page/Paragraph/Line Reference	Score
1. Supporting users (account creation, onboarding, helpdesk support)	<4 yrs = 1 point 4 yrs = 3 points +1 point per additional year (max 12 points)		
2. Ticketing systems (Jira, GitLab, ServiceNow, Remedy)	<4 yrs = 1 point 4 yrs = 3 points +1 point per additional year (max 12 points)		
3. Agile/DevSecOps practices & tools (Jira, Confluence, GitLab)	<4 yrs = 1 point 4 yrs = 3 points +1 point per additional year (max 12 points)		
4. Documentation & IKM entries (Confluence, Knowledge Base, LL)	<4 yrs = 1 point 4 yrs = 3 points +1 point per additional year (max 12 points)		
5. Data security principles & best practices (end-user context)	<4 yrs = 1 point 4 yrs = 3 points +1 point per additional year (max 8 points)		
6. Application monitoring & incident management (Nagios, Prometheus, Splunk, Grafana)	<4 yrs = 1 point 4 yrs = 3 points +1 point per additional year (max 10 points)		
7. Communication & user training (guides, onboarding, presentations)	<4 yrs = 1 point 4 yrs = 3 points +1 point per additional year (max 10 points)		
8. Cross-functional collaboration (support, development, product)	<4 yrs = 1 point 4 yrs = 3 points +1 point per additional year (max 10 points)		
9. Bug escalation (issue reproduction,	<4 yrs = 1 point 4 yrs = 3 points		

reporting to product teams)	+1 point per additional year (max 8 points)		
10. Education	Two years of vocational training in IT/related = 3 points; Bachelor's degree in IT/related = 6 points		

LABOR CATEGORY 21 – CONTRACT/PROCUREMENT PROFESSIONAL LEVEL II

Number of Candidates: Four (4) candidates required

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

Period of Performance:

Base Period: Contract Award – 31 December 2026
Option Period One: 1 January 2027 – 31 December 2027
Option Period Two: 1 January 2028 – 31 December 2028
Option Period Three: 1 January 2029 – 31 December 2029
Option Period Four: 1 January 2030 – 31 December 2030

Taskings:

1. Contribute and support the Contracting Officer in the cradle to grave procurement activities to include but not limited to:
    1.1. the development of acquisition plans, SOW review, proposal evaluation, contract reports and documentation, industry debriefs for competitive solicitations
    1.2. Tracking and validating submissions in support of RFIs
    1.3. Coordinating and posting Questions & Answers from Industry
    1.4. Assisting the Contracting Officer in tracking and executing contracts and agreements for Conferences, Workshops, and other events.
2. Perform as contracting specialist for purchases <40K, seeking quotes and formalising purchase orders as required in coordination with the Contracting Officer.
3. Perform contract administration tasks including, preparing DBIDs instructions, VISA letters, issuing contract amendments.
4. Create purchase orders in support of contracts awarded while ensuring all supporting documents are collected and filed in accordance with the Contract File Management Plan.
5. Prepare and coordinate requests for deviation from the normal method of procurement when appropriate.
6. Maintain Contractor Databases to support invoicing, tracking, exercising option periods and other data calls.
7. Process invoices and close-out for all assigned contracts in coordination with the Contracting Officer.
8. Contribute to and support the Contracting Officer in processing cases of Foreign Military Sales (FMS) and Acquisition Cross-Servicing Agreements (ACSA)
9. Assist the Contracting Officer with National Security Investment Programme (NSIP) data entry and contract execution of authorised projects.
10. Assist the Contracting Officer with annual reviews of current in place contracts to confirm currency and continuation.
11. Enter procurement information into the CIRIS database as required.
12. Perform additional procurement related tasks as directed by the COTR.

Essential Qualifications

1. University degree with at least 24 semester hours of business related courses, or DAWIA certification in Contracting, or equivalent.
2. Minimum 5 years' demonstrable experience working in procurement and/or contracting conducting a full range of contracting activities.
3. Minimum 2 years' demonstrable experience working pre-award, award, post-award phases on competitively awarded contracts interpreting and applying statutes, regulations, policies and procedures.
4. Demonstrated understanding of Statement of Work (SOW) development and ability to translate user requirements into tangible, measurable outcomes.
5. Demonstrated experience working closely with cross-functional teams and facilitating collaboration across technical, financial, and operational domains.
6. Demonstrated experience with contract administration and management.
7. Demonstrated ability to interpret complex procurement requirements into actionable timelines, strategies and execution.
8. Excellent tactful written and oral communication skills.
9. Fluent in English (written and oral).
10. Active NATO or National SECRET clearance
11. Citizenship in NATO member nation.

Desirable Qualifications

1. Demonstrated experience conducting procurement in a NATO command.
2. Demonstrated experience with NSIP contracting rules.
3. Demonstrated experience with CIRIS
4. Demonstrated experience with NATO Financial System (Oracle) CNAFS/FINs or equivalent
5. Familiarity with NATO-specific procurement rules and requirements.
6. Demonstrated experience with Agile Procurement Strategies to include MVPs, Sprints, Prototypes
7. Experience as a Warranted Contracting Officer with authority to award or administer in excess of Level B (40,000 euros) or national equivalent.

Annex B

Requirements Matrix

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

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (include other citizenships):

Labor Category #21 – Contract/Procurement Professional Level II

Item	Compliant	Non-Compliant
Minimum of one past performance citation within the last seven years to show successful completion of work traceable to the proposed labour category/categories.		
Contractor Company holds Facilities Security Clearance (FSC) at NATO or National SECRET or higher		
Fluent in English (written and oral).		
Candidate holds 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 Microsoft Office Tool suite and collaborative software.		
Minimum of **70 Points** in the Subject Matter Expert Criteria.		
Key personnel citizen of a NATO member nation		

(nationality must be indicated, including other citizenships).		

Subject Matter Expert Criteria Matrix

Item	Range	Page/Paragraph/Line Reference	Score
University degree bachelor's 4-year in business related field in an unrelated field with DAWIA Level II certification in Contracting or equivalent.	Master's degree **15 points** Bachelor's (4-year) degree – **7 points** DAWIA Level I or equivalent **3 points** DAWIA Level II or equivalent **5 points** DAWIA Level III or equivalent **10 points**		**Maximum score of 25 points** for both degree and DAWIA certification or higher.
Minimum 5 years' demonstrable experience working in procurement and/or contracting conducting a full range of contracting activities.	< 5 years – 0 5 - 6 years – 1-5 points 7 - 8 years –6-10 points 9-10 years – 11-15 points 11+ years – 16-20 points		
Minimum 2 years' demonstrable experience working pre-award, award, post-award phases on competitively awarded contracts interpreting and applying statutes, regulations, policies and procedures.	<2 years – 0 points 2-3 years – 2-5 points 4-5 years – 6-8 points 5+ years 9-10 points		
Demonstrated understanding of Statement of Work (SOW) development	<1 year – 0 points 1-3 years – 2-5 points		

and ability to translate user requirements into tangible, measurable outcomes.	4-5 years – 6-8 points 5+ years 9-10 points		
Demonstrated experience working closely with cross-functional teams and facilitating collaboration across technical, financial, and operational domains.	<1 year – 0 points 1-3 years 2-3 points 4+ years 4-5 points		
Demonstrated experience with contract administration and management.	Yes = 1-5 pts; No = 0 pts		
Demonstrated ability to interpret complex procurement requirements into actionable timelines, strategies and execution.	>2 years – 0 points 2-4 years - 2-3 points 5+ years - 4-5 points		
Demonstrated experience conducting procurement within a NATO command	Yes – 4 points No – 0 points (non-disqualifying)		
Demonstrated experience with National Security Investment Programme (NSIP) procurement.	Yes – 2 points No – 0 points (non-disqualifying)		
Demonstrated experience with CIRIS	Yes – 4 points No – 0 points (non-disqualifying)		
Demonstrated experience with NATO Financial System (Oracle) FINs	Yes – 3 points No – 0 points (non-disqualifying)		

Familiarity with NATO-specific procurement rules and requirements.	Yes – 3 points No – 0 points (non-disqualifying)		
Demonstrated experience with Agile Procurement Strategies to include MVPs, Sprints, Prototypes	Yes – 2 points No – 0 points (non-disqualifying)		
Previous experience holding a contracting warrant	Yes – 2 points No – 0 points (non-disqualifying)		

LABOR CATEGORY 22 – CONTRACT SPECIALIST (AGILE)

Number of Candidates: One (1) Candidate required

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

Period of Performance:

Base Period: Contract Award – 31 December 2026
Option Period One: 1 January 2027 – 31 December 2027
Option Period Two: 1 January 2028 – 31 December 2028
Option Period Three: 1 January 2029 – 31 December 2029
Option Period Four: 1 January 2030 – 31 December 2030

Taskings:

1. Identify opportunities to align with, or recommend changes to, policies that govern the operations of the ACT Innovation laboratory.
2. Work with NATO Contracting, Budget, and Finance (BUDFIN) mechanisms to identify the best acquisition solutions that meet ACT Innovation requirements.
3. Track and manage ACT Innovation software applications and infrastructure to ensure the environment supports agile software development.
4. Collaborate with ACT Innovation team members and NATO BUDFIN to ensure agile methodologies apply to all product development and enabling functions as defined during onboarding.
5. Support drafting, management, and execution of acquisition strategies, RFPs, SOWs, and evaluation criteria tailored for agile, modular, and outcome-based contracts.
6. Promote modern technologies and approaches to inspire compliance with NATO's acquisition processes while enabling innovation.
7. Facilitate vendor engagement and support transparent evaluation processes in line with NATO acquisition rules.
8. Perform additional acquisition or contracting-related tasks as directed by the COTR.

Essential Qualifications

1. University degree with at least 24 semester hours of business or management-related courses, OR DAWIA certification in Contracting/Acquisition, or equivalent.
2. Minimum 3 years' experience working in contract/acquisition-related fields.
3. Familiarity with NATO-specific acquisition publications, regulations, and requirements documents.
4. Proven experience managing acquisition and contract strategies in defense/government institutions.
5. Demonstrated understanding of Agile practices and ability to translate and apply them in NATO or national defense environments.
6. Experience working closely with cross-functional teams and facilitating collaboration across technical, financial, and operational domains.
7. Demonstrated ability to facilitate meetings and drive outcomes.
8. Ability to break down complex acquisition/contracting problems into measurable, manageable parts.
9. Excellent written and oral communication skills, with the ability to adapt communication style to audience.

10. Experience promoting modern technologies in acquisition approaches to achieve creative compliance with NATO processes.
11. Some experience with modern software technologies and cloud-based infrastructure.
12. Fluent in English (written and oral).
13. Active NATO SECRET-level security clearance or valid national SECRET clearance issued by a NATO member nation.

Annex B

Requirements Matrix

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

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (include other citizenships):

Labor Category #22 – Contract Specialist (Agile)

Item	Compliant	Non-Compliant
Minimum of one past performance citation within the last seven years to show successful completion of work traceable to this SOW.		
Contractor Company holds Facilities Security Clearance (FSC) at NATO or National SECRET or higher		
Fluent in English (written and oral).		
Candidate holds 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 Microsoft Office Tool suite and collaborative software.		
Minimum of **50 Points** in the Subject Matter Expert Criteria.		
Key personnel citizen of a NATO member nation (nationality must be indicated, including other citizenships).		

Subject Matter Expert Criteria Matrix

Item	Range	Page/Paragraph/Line Reference	Score
1. Familiarity with NATO-specific acquisition publications, regulations, and requirements documents	<4 yrs = 1 pt; 4 yrs = 3 pts; +1 pt per additional year (max 6 pts)		
2. Understanding of Agile practices and ability to translate them in NATO/defense context	<4 yrs = 1 pt; 4 yrs = 2-3 pts; +1 pt per additional year (max 12 pts)		
3. Experience managing acquisition and contract strategies	<4 yrs = 1 pt; 4 yrs = 2-3 pts; +1 pt per additional year (max 10 pts)		
4. Experience working in cross-functional teams	<4 yrs = 1 pt; 4 yrs = 2-3 pts; +1 pt per additional year (max 8 pts)		
5. Ability to facilitate meetings and drive expected outcomes	<4 yrs = 1 pt; 4 yrs = 2-3 pts; +1 pt per additional year (max 6 pts)		
6. Ability to break down complex acquisition problems into measurable, manageable parts	<4 yrs = 1 pt; 4 yrs = 2-3 pts; +1 pt per additional year (max 6 pts)		
7. Excellent written and oral communication skills, adaptable to audience	Yes = 1-6 pts; No = 0 pts		
8. Promotes modern technologies to achieve creative compliance with NATO Acquisition Process	<4 yrs = 1 pt; 4 yrs = 2-3 pts; +1 pt per additional year (max 10 pts)		
9. Experience with modern software technologies and cloud-based infrastructure	<4 yrs = 1 pt; 4yrs = 2-3 pts; +1 pt per additional year (max 10 pts)		
10. University degree (24 hrs. business/management) OR DAWIA certification	Degree or certification = 1-7 pts; Both = 8-14 pts; None = 0 pts		

LABOR CATEGORY 23 CONTRACTOR SUPPORT TO EXERCISE COORDINATION AND ALIGNMENT BRANCH, MULTI-DOMAIN FORCE DEVELOPMENT DIRECTORATE

Location: Norfolk, VA, USA - On-site

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 January 2026 – 31 December 2026, Option Period One: 1 January 2027 – 31 December 2027, Option Period Two: 1 January 2028 – 31 December 2028, Option Period Three: 1 January 2029 – 31 December 2029, Option Period Four: 1 January 2030 – 31 December 2030.

Taskings:

1. **Exercise Planning & Coordination**
    a. Support the development, refinement, and documentation of exercise-related campaign plans, concepts, and supporting products.
    b. Participate in planning conferences, workshops, and coordination events, ensuring integration of warfare development themes and priorities.

2. **Audacious Training & Warfare Development Support**
    a. Assist in implementing and refining Audacious Training Lines of Effort (enhancing realism, leveraging new technology/innovation, and acting on lessons learned).
    b. Support identification, refinement, and documentation of Warfare Development in Exercise (WDiE) themes and candidate activities.

3. **Assessment & Reporting**
    a. Support after-action review (AAR) and lessons-learned processes, drafting formal reports and recommendations.
    b. Contribute to the development of rolling programmes of work for WDiE and related initiatives.

4. **Stakeholder Engagement**
    a. Coordinate with NATO entities (e.g., SHAPE, JWC, JFTC, JATEC, JALLC), partners, and external stakeholders as required.
    b. Track, consolidate, and report on branch contributions to NATO-level guidance (e.g., SACEUR's Guidance on Education, Training, Exercises, and Evaluation (ETEE).

5. **Administrative & Knowledge Management**
    a. Maintain records, schedules, and documentation repositories.
    b. Provide regular progress updates to the designated Project Lead and COTR.

6. **Additional Taskings**
    a. Directly support the Branch Head as required and represent ECAB at meetings and conferences both within and outside NATO boundaries, with anticipated travel requirements of up to 30 days per year.
    b. Perform additional tasks as directed by the COTR that are consistent with the assigned labor category and within the scope of this contract.

Essential Qualifications

1. **Education & Experience**
   a. Bachelor's or Master's degree in International Relations, Defence/Strategic Studies, Political Science, Emergency Management, or related field; OR equivalent professional experience.
   b. Minimum of 5 years' experience in military exercise planning, collective training, or defence transformation initiatives.
2. **Technical Competence**
   a. Familiarity with NATO exercise planning processes and documents (e.g., NATO Warfighting Capstone Concept, Warfare Development Agenda, Bi-SC Collective Training & Exercises Directive, SACEUR's Guidance on ETEE).
   b. Proven ability to draft professional-level planning documents, reports, and campaign plans.
   c. Proficiency with MS Office Suite and collaborative platforms.
3. **Skills & Attributes**
   a. Strong organizational and project management skills.
   b. Excellent oral and written communication skills.
   c. Experience coordinating with multinational or interagency partners.

Annex B

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 23 Contractor support to Exercise Coordination and Alignment Branch, Multi-Domain Force Development Directorate.

Company Name:

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Contractor Company has Facilities Security Clearance (FSC) at NATO or National SECRET or higher		
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 Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.**	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. Bachelor's or Master's degree in International Relations, Defence/Strategic Studies, Political Science, Emergency Management, or related field; OR equivalent professional experience.	No degree and no equivalent experience: non-compliant (0 pts). Bachelor's degree: 1-5 pts. Master's degree: 6-10 pts. Equivalent professional experience in lieu of degree: 2-9 pts.		/10
2. Minimum of 5 years' experience in military exercise planning, collective training, or defence transformation initiatives.	Less than 5 years: non-compliant (0 pts). 5–7 years: 1-5 pts. 8–10 years: 6-10 pts. 10+ years: 11-15 pts.		/15
3. Familiarity with NATO exercise planning processes and documents (e.g., NATO Warfighting Capstone Concept, WDA, Bi-SC Collective Training & Exercises Directive, SACEUR's Guidance on ETEE).	No familiarity: non-compliant (0 pts). Limited exposure: 1-6 pts. Moderate working knowledge: 7-12 pts. Extensive knowledge/regular use: 13-20 pts.		/20
4. Proven ability to draft professional-level planning documents, reports, and campaign plans.	No demonstrated ability: non-compliant (0 pts). Some drafting experience (support role): 1–5 pts. Regular lead authoring role: 6–10 pts. Extensive lead authorship in NATO/multinational context: 11-15 pts.		/15

5. Strong organizational and project management skills.	No demonstrated skills: non-compliant (0 pts). Limited project support: 1–5 pts. Demonstrated project management role: 6–10 pts. Advanced/project leadership in complex environment: 11–15 pts.		/15
6. Excellent oral and written communication skills.	No evidence: non-compliant (0 pts). Limited: 1–3 pts. Moderate (regular briefs/reports): 4–7 pts. Extensive (senior leaders/multinational audiences): 8–10 pts.		/10
7. Experience coordinating with multinational or interagency partners.	No coordination: non-compliant (0 pts). Limited (occasional exposure): 1–5 pts. Regular coordination: 6–10 pts. Extensive, sustained coordination in NATO/multinational context: 11–15 pts.		/15

LABOR CATEGORY 24 - SENIOR ENTERPRISE ARCHITECT SUPPORT TO REQUIREMENT AND ARCHITECTURE MANAGEMENT OFFICE

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

Number of Candidates: 1 Candidate

Period of Performance: Base Period: 1 January 2026 – 31 December 2026, Option Period One: 1 January 2027 – 31 December 2027, Option Period Two: 1 January 2028 – 31 December 2028, Option Period Three: 1 January 2029 – 31 December 2029, Option Period Four: 1 January 2030 – 31 December 2030.

Taskings:

1. Perform analysis of existing capability architectures and their modelling at enterprise level, including identification of gaps, overlaps, and dependencies among capabilities and related programmes.
2. Perform modelling, architecture and design activities of new capabilities to ensure completeness, consistency and clarity of requirements related work.
3. Produce relevant NATO Architecture Framework (NAF) perspectives in support to capability design and requirement definition as well as to enterprise and portfolio management.
4. Support the elicitation, capture, development, analysis, evaluation and traceability of capability requirements and identification of dependencies from other capabilities and/or regulatory requirements.
5. Support the elicitation, capture, development, analysis, evaluation and traceability of higher and lower-level requirements (such as capability targets, operational requirements, system specifications, interoperability requirements, etc.).
6. Support P3M planning activities to ensure that the dependencies between architecture and the other elements of the plans are understood and taken into consideration.
7. Maintain the architectural artefacts in their repositories ensuring version and configuration control.
8. Provide technical guidance and mentoring in the area of architecture to requirements managers.
9. Support the development, analysis and review of concepts of operation, courses of action and alternatives.
10. Coordinate DOTMLPFI development and implementation synchronization; support the development of recommended courses of action to resolve issues relating capability development.
11. Organise and participate to workshops, seminars, conferences and meetings in support of the activities above.
12. Collaborate with National and international military and civilian organizations, including Centres of Excellence and academia, in support of the activities above.
13. Identify Lessons and contribute to their Learning within the organization.
14. Support to other requirements management activities across the capability lifecycle.
15. Support to change and configuration management of requirements across the lifecycle.
16. Support the coordination of architecture related products with Management and Governance.
17. Support the Branch Head CR and travel to meetings and conferences both within and outside NATO's boundaries for up to 30 days per year.

18. Perform additional tasks as required by the COTR related to the labour category.

Essential Qualifications

1. At least five (5) years in the last ten (10) of demonstrable experience **with hand-on development** of business, application, and technology architectures, using professional modelling tools (e.g. Sparx, ARIS, BizzDesign), in accordance with TOGAF or comparable architectural frameworks (e.g. Zachman, DoDAF, UAF).
2. One or more certifications in recognised Enterprise Architecture methodologies and frameworks like TOGAF, Zachman, DoDAF, UAF or similar along with proficiency in ArchiMate notation.
3. Demonstrable ability to present complex architectures in an easy understandable and accessible way to non-technical audiences, from end users to senior decision makers and approval boards.

Annex B

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 24 - SENIOR ENTERPRISE ARCHITECT SUPPORT TO REQUIREMENT AND ARCHITECTURE MANAGEMENT OFFICE

Company Name:

Proposed Candidate Name:

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

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

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Contractor Company holds active Facilities Security Clearance (FSC) at NATO or National SECRET or higher		
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 **Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.** **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT**	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. At least five (5) years in the last ten (10) of demonstrable experience with hand-on development of business, application, and technology architectures, using professional modelling tools (e.g. Sparx, ARIS, BizzDesign), in accordance with TOGAF or comparable architectural frameworks (e.g. Zachman, DoDAF, UAF).	No demonstrable architectural artefacts or views created by the candidate: 0 points No demonstrable proficiency with professional tools:0 points Less than 5 years: 0 points 5 – 10 years (at least 5 in the last 10): 1- 50 points More than 10 years (at least 5 in the last 10): 51-65 points		
2. One or more certifications in recognised Enterprise Architecture methodologies and frameworks like TOGAF, Zachman, DoDAF, UAF or similar along with proficiency in ArchiMate notation.	No ArchiMate: 0 Certified for less than 2 years: 1-5 points Certified for at least 2 years: 6-15 points		
3. Demonstrable ability to present complex architectures in an easy understandable and accessible way to non-technical audiences, from end users to senior decision makers and approval boards.	No demonstrable experience: 0 points Less than 5 years of experience: 1-10 points At least 5 years of demonstrable experience: 11-20 points		

LABOR CATEGORY 25 – CONTRACTOR SUPPORT; STRATEGIC THINKER 1

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

Number of Candidates: 1 Candidate

Period of Performance: Base Period: 1 January 2026 – 31 December 2026, Option Period One: 1 January 2027 – 31 December 2027, Option Period Two: 1 January 2028 – 31 December 2028, Option Period Three: 1 January 2029 – 31 December 2029, Option Period Four: 1 January 2030 – 31 December 2030.

The contractor will be under the responsibility of the SALT Branch Head and will be involved in all aspects of SALT work, to include writing reports, coordination of workshops and working groups, and development of numerous products related to Warfare Development.

Tasks:

1. Attend weekly SALT meetings, both scheduled and unscheduled, at the direction of the Branch head.
2. Support implementation of LTMSS PoW.
3. Travel to attend relevant external meetings/workshops/events.
4. Facilitate and prepare workshops and other related events such as wargames.
5. Provide valuable input on NWCC and WDA and offer ideas and related analysis.
6. Interpret military, political, economic, sociocultural, and technological trends and develop alternatives ways of assessment.
7. Conduct research and data analysis to inform strategic decisions, especially on China and the Sino-Russian relationship.
8. Understand and shape the NATO's/ACT's strategy and mission.
9. Develop plans to materialize long term strategy and analyse development proposals.
10. Conduct research to identify threats and opportunities.
11. Construct forecasts and analytical models.
12. Monitor and analyse global trends (cognitive topics, international relations, global security environment, industry and market changes, etc.).
13. Be available to ACT leadership for NWCC/WDA related requirements.
14. Collaborate as required with HQ SACT cross-functional teams to provide strategic thoughts and inputs.
15. Provide feedback about their work clearly and concisely.
16. Fulfil other specific WDA and LTMSS related tasks as directed by the SALT Branch Head.

<u>**Essential Qualifications**</u>

a. Essential qualifications:
1. Demonstrated experience in corporate, government, or academic environment in analysis in the area of international relations, security or strategic studies.
2. Experience in strategic analysis of China and the Sino-Russian relationship.
3. Staff experience at operational and/or strategic level.
4. A basic understanding of Strategic Foresight, Strategic Planning and Execution, Strategic Gap Analysis, Strategy Implementation, Futures Thinking, Digital Transformation and Artificial Intelligence.

5. University degree in international relations, business administration, economics, public administration, operations research or related discipline.
6. A solid background in policy/strategy analysis or strategic planning (at least 7 to 10 years recommended).
7. Previous experience in an international organization / governmental organization, preferably NATO experience.
8. Active NATO or National SECRET security clearance or higher
9. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.
10. Proficiency in the use of the Microsoft Office Tool suite and collaborative software

b. Desirable qualifications:
1. An extensive network within the academic and governmental community working on China and Sino-Russian related topics.
2. An ability to build cooperative relationships with academia and governmental partners.
3. The capacity to work under general direction within a clear framework of accountability with substantial personal responsibility.
4. An ability to effectively multi-task and prioritize in a fast-paced environment, delivering requested products/tasks in due time.
5. The capacity to work effectively as the member of a multinational and multi-disciplinary team.
6. Execute a broad range of complex professional or technical work activities in a variety of contexts.
7. An ability of disciplined and systematic approach to problem solving.
8. An ability for a comprehensive approach based on credible evidence, the most probable counterarguments and risks.
9. Excellent ability of using contemporary office tools, including MS office and communications systems.
10. Excellent written and oral skills.

Annex B

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 25 Contractor support SALT – Strategic Thinker 1

Company Name:

Proposed Candidate Name:

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

Item	Range **Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.** **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.**	**Page, Paragraph and Line Number referencing where candidates meet the criteria and how.**	**Score (100 pts possible)**
1. Demonstrated experience in corporate, government or academic environment in analysis in the area of cognition, international relations and security studies.	< 3 years: 1 point 3 years: 2-5 points 4-7 years: 6-10 points > 7 years: 11-20 points		/20
2. University degree in international relations, business administration, economics, public administration, operations research, political	< 2-year degree: 1 point		

science, international relations, strategic studies or related discipline.	2-year degree or equivalent: 5 points Bachelor's Degree: 10 points Master's degree: 20 points PhD: 30 points		/30
3. Demonstrated experience on strategic knowledge/analysis on China and the Sino Russian relationship.	< 2 years: 0 2-3 years: 1-10 points -5 years: 11-20 points > 5 years: 21-30 points		/30
4. Solid background in policy/strategy analysis and the associated staff work (8-10 years recommended).	< 3 years: 1 point 3-5 years: 2-3 points 6-7 years: 4-5 points > 8 years: 6-10 points		/10
Previous experience in an international organization/government organisation, preferably NATO	Non NATO / government/international experience: 1-5 points NATO experience: 6-10 points		/10

LABOR CATEGORY 26 – CONTRACTOR SUPPORT; STRATEGIC THINKER 2

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

Number of Candidates: 1 Candidate

Period of Performance: Base Period: 1 January 2026 – 31 December 2026, Option Period One: 1 January 2027 – 31 December 2027, Option Period Two: 1 January 2028 – 31 December 2028, Option Period Three: 1 January 2029 – 31 December 2029, Option Period Four: 1 January 2030 – 31 December 2030.

The contractor will be under the responsibility of the SALT Branch Head and will be involved in all aspects of SALT work, to include writing reports, coordination of workshops and working groups, and development of numerous products related to Warfare Development.

Tasks:

1. Attend weekly SALT meetings, both scheduled and unscheduled, at the direction of the Branch head.
2. Support implementation of LTMSS PoW.
3. Travel to attend relevant external meetings/workshops/events.
4. Facilitate and prepare workshops and other related events such as wargames.
5. Provide valuable input on NWCC and WDA and offer ideas and related analysis.
6. Interpret military, political, economic, sociocultural, and technological trends and develop alternatives ways of assessment.
7. Conduct research and data analysis to inform strategic decisions, especially analysis of long-term trends including pertaining to Russia, terrorist groups.
8. Understand and shape the NATO's/ACT's strategy and mission.
9. Develop plans to materialize long term strategy and analyse development proposals.
10. Conduct research to identify threats and opportunities.
11. Construct forecasts and analytical models.
12. Monitor and analyse global trends (cognitive topics, international relations, global security environment, industry and market changes, etc.).
13. Be available to ACT leadership for NWCC/WDA related requirements.
14. Collaborate as required with HQ SACT cross-functional teams to provide strategic thoughts and inputs.
15. Provide feedback about their work clearly and concisely.
16. Fulfil other specific WDA and LTMSS related tasks as directed by the SALT Branch Head.
17. Provide support in the strategy/marketing/branding of the LTMSS policy in order to ensure a widespread culture within the Alliance

<u>**Essential Qualifications**</u>

a. Essential qualifications:
1. Demonstrated experience in corporate, government, or academic environment in analysis in the area of international relations, security or strategic studies.
2. Experience in strategic analysis of Russia and Terrorist groups.
3. Staff experience at operational and/or strategic level.
4. University degree in international relations, business administration, economics, public administration, operations research or related discipline.
5. Demonstrated experience in policy/strategy analysis or strategic planning (at least 3

years)
6. Demonstrated experience in an international organization / governmental organization, preferably NATO experience.
7. Active NATO or National SECRET security clearance or higher
8. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.
9. Proficiency in the use of the Microsoft Office Tool suite and collaborative software
10. Demonstrated experience in marketing/branding/commercial strategy within large organisations

b. Desirable qualifications:
1. An extensive network within the academic and governmental community working on Russia and terrorist group related topics.
2. An ability to build cooperative relationships with academia and governmental partners.
3. The capacity to work under general direction within a clear framework of accountability with substantial personal responsibility.
4. An ability to effectively multi-task and prioritize in a fast-paced environment, delivering requested products/tasks in due time.
5. The capacity to work effectively as the member of a multinational and multi-disciplinary team.
6. Execute a broad range of complex professional or technical work activities in a variety of contexts.
7. An ability of disciplined and systematic approach to problem solving.
8. An ability for a comprehensive approach based on credible evidence, the most probable counterarguments and risks.
9. Excellent ability of using contemporary office tools, including MS office and communications systems.
10. Excellent written and oral skills.
11. Demonstrated understanding of Strategic Foresight, Strategic Planning and Execution, Strategic Gap Analysis, Strategy Implementation, Futures Thinking, Digital Transformation and Artificial Intelligence.

Annex B

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 26 Contractor support SALT – Strategic Thinker 2

Company Name:

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Contractor Company has Facilities Security Clearance (FSC) at NATO or National SECRET or higher		
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 **Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.** **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.** **Page, Paragraph and Line Number referencing where candidates meet the criteria and how.**	**Page, Paragraph and Line Number referencing where candidates meet the criteria and how.**	**Score (100 pts possible**
1. Demonstrated experience in corporate, government or academic environment in analysis in the area of cognition, international relations and security studies.	< 3 years: 1 point 3 years: 2-5 points 4-7 years: 6-10 points > 7 years: 11-20 points		
2. University degree in international relations, business administration, economics, public administration, operations research, political science, international relations, strategic studies or related discipline.	< 2-year degree: 1 point 2-year degree or equivalent: 5 points Bachelor's Degree: 10 points Master's degree: 20 points PhD: 30 points		
3. Demonstrated experience on strategic knowledge/analysis on Russia and terrorist groups	< 2 years: 0 2-3 years: 1-10 points 4-5 years: 11-20 points > 5 years: 21-30 points		

4. Minimum two years demonstrated experience with policy/strategy analysis and the associated staff work	< 3 years: 1 point 3-5 years: 2-5 points 5-8 years: 6-7 points > 8 years: 8-10 points		
5. Demonstrated experience in marketing/branding/commercial strategy within large organisations	< 2 years: 1 point 2-5 years: 2-5 points 6-7 years: 6-7 points > 8 years: 8-10 points		
6. Demonstrated experience in an international organization/government organisation, preferably NATO	Non NATO / government/international experience: 1-5 points NATO experience: 6-10 points		

LABOR CATEGORY 27 - CONTRACTOR SUPPORT TO DATA SCIENCE & AI: DATA SCIENTIST/AI ENGINEER (ENABLEMENT & OUTREACH)

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

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 January 2026 – 31 December 2026, Option Period One: 1 January 2027 – 31 December 2027, Option Period Two: 1 January 2028 – 31 December 2028, Option Period Three: 1 January 2029 – 31 December 2029, Option Period Four: 1 January 2030 – 31 December 2030.

Taskings

1. As a member of the Data Science & Artificial Intelligence (DSAI) Branch, responsible to the Section Head/COTR, the contractor will contribute to the development and implementation of an enabling data science and AI capability at HQ SACT and for the NATO Enterprise, particularly in the context of the ongoing implementation of the Data Exploitation Framework and Programme.
2. Identifies, contributes to, and implements machine learning (ML)/AI initiatives across HQ SACT and the NATO Enterprise with suggestions for ML approaches and implementation, including the processing of training data and performance assessment of machine learning techniques on datasets.
3. Applies existing data science techniques to new problems and datasets using specialized programming techniques to meet the needs of the project and customer.
4. Evaluates the outcomes and performance of data science models. Identifies and implements opportunities to train and improve models and the data they use.
5. Publishes and reports on machine learning model outputs to meet customer needs and conform to agreed standards.
6. Utilizes in-depth knowledge of NLP, ML applications, or computer vision.
7. Demonstrates experience with Generative AI.
8. Supports review of data science and AI activities, processes, products, or services.
9. Collaborates with other data professionals (such as data scientists, data and information managers, data engineers), software engineers, and SMEs from different functional areas, branches, and directorates within HQ SACT or NATO entities, as directed, for example in support of the ACT Innovation Branch.
10. Provides subject matter expertise to (military and civilian) staff within HQ SACT or the NATO Enterprise and develops proofs of concept, as directed.
11. Outreach support to internal and external communities that bring together DS & AI practitioners and consumers. This comprises, for example, TIDE Sprint, the NATO Data Science & AI Expert Network, or initiatives related to academia and industry.
12. Contributes to the development of scientific studies.
13. Assists with educational efforts and training development and execution as it relates to data, AI, or digital literacy.
14. Remains current with new developments in data science and AI to bring innovative ideas into implementation.
15. Supports building a data-driven culture that uses analytics to generate insights, improve decision-making at all levels, inform strategy and policy decisions, and enhance performance.
16. Performs additional tasks as required by the COTR related to the LABOR category.

Essential Qualifications

a. Essential qualifications:
1. A Bachelor's degree or higher at a nationally recognized/certified university in Data Science, Data Analytics, AI engineering, or a related discipline such as Mathematics, Physics, Computer Science, Software Engineering OR four years minimum professional experience in the area of Data Science, including providing analysis and advice in the field of data science, within the last five years.
2. Proven work experience as a Data Scientist, AI/ML Engineer, or a similar role in the last four years.
3. Experience in modern software architecture and software development related to data science, analytics, and AI, e.g., Python, SQL, R.
4. Experience with machine learning and AI frameworks, using e.g., TensorFlow, PyTorch, scikit-learn, or other modern machine learning frameworks.
5. Experience with planning, executing, and maintaining data science pipelines.
6. Experience visualizing data and producing high-quality graphs and reports, charts, and interactive dashboards using tools such as Tableau, MS Power BI, Kibana.
7. Proven understanding of data security and privacy issues, particularly in international or military environments, to ensure compliance with NATO standards for protecting sensitive information
8. Experience in providing training in various areas related to data science, analytics, and AI at different technical levels.
9. Portfolio of demonstrable products available via GitLab, or other platforms.
10. Ability to work in a cloud environment, particularly Microsoft Azure or Amazon Web Services.
11. Working experience in an international environment with both military and civilian elements.
12. Proven ability to communicate effectively orally and in writing, with excellent briefing skills.
13. Working experience in data science and AI related outreach activities, such as working with academia and industry, hackathons, or maintaining AI expert and practitioner networks.
14. Demonstrated experience working at NATO or extensive familiarity with NATO processes, culture, and organizational structures.

b. Desirable Qualifications
1. Experience working within a Big Data ecosystem, with tools such as Databricks, Spark, etc.
2. Experience working with open source and publicly available data.
3. Experienced 'data storyteller,' capable of presenting findings and insights effectively to non-technical audiences.
4. Experience working on a military staff. Familiarity with federated learning methodologies to support secure collaboration and data sharing across NATO nations while maintaining sovereignty of sensitive datasets
5. Knowledge of NATO organization and its functions.
6. Experience in project management, including agile methods and tools.
7. Additional language skills, particularly those of NATO partner and member states, are advantageous.
8. Eligibility and past experience working with NATO security clearance requirements to access and process classified or sensitive data

Annex B

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 27 CONTRACTOR SUPPORT TO DATA SCIENCE & AI: DATA SCIENTIST/AI ENGINEER (ENABLEMENT & OUTREACH)

Company Name:

Proposed Candidate Name:

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

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

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Contractor Company holds a Facilites Security Clearance (FSC) at NATO SECRET or higher		
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 **80 Points** in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Range	Score

	Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. ==Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.== ==ANY SCORE OF ZERO IS NONCOMPLIANT==	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	(110 Pts possible)
1. A Bachelor's degree or higher at a nationally recognized/certified university in Data Science, Data Analytics, AI engineering, or a related discipline such as Mathematics, Physics, Computer Science, Software Engineering OR four years minimum professional experience in the area of Data Science, including providing analysis and advice in the field of data science, within the last five years.	• No Degree or Less than 4 years of Experience: 1 point • Four years+ of Professional AI Experience w/o Degree: 6 points • Bachelor's Degree with Experience: 6 points • Master's Degree with Experience: 10 points		
2. Proven work experience as a Data Scientist, AI/ML Engineer, or a similar role in the last four years.	• Limited/no relevant work experience: 1 point • <= 2 years: 2-5 points • 2-4 years: 6-10 points • >4 years of experience: 11-15 points		
3. Experience in modern software architecture and software development related to data science, analytics, and AI, e.g., Python, SQL, R.	• Basic familiarity with tools: 1 point • Proficient: 2-5 points • Expert-level: 6-8 points		
4. Experience with machine learning and AI frameworks, using e.g., TensorFlow, PyTorch, scikit-learn, or other modern machine learning frameworks.	• Limited exposure: 1 point • Experience using at least one major framework (TensorFlow, PyTorch, scikit-learn) for AI integration: 2-4 points • Proficient in multiple frameworks, including API deployment, model fine-tuning, or reinforcement learning: 5-8 points		

5. Experience with planning, executing, and maintaining data science pipelines.	• <1 year experience: 1 point • 1-3 years' experience: 2-5 points • >3 years' experience: 6-8 points		
6. Experience visualizing data and producing high-quality graphs and reports, charts, and interactive dashboards using tools such as Tableau, MS Power BI, Kibana.	• <1 year: 1 point • 1-3 years of experience: 2-6 points • >3 years: 7-8 points		
7. Proven understanding of data security and privacy issues, particularly in international or military environments, to ensure compliance with NATO standards for protecting sensitive information	• Limited understanding of security/privacy principles: 1 point • Moderate understanding of security issues: 2-4 points • Strong understanding and experience, e.g. implementing responsible Data Science and AI practices: 5-6 points		
8. Experience in providing training in various areas related to data science, analytics, and AI at different technical levels.	• <1 year experience providing training: 1 point • 1-3 years training delivery at multiple levels: 2-4 points • >3 years of experience of delivering training at different levels: 5-8 points		
9. Portfolio of demonstrable products available via GitLab, or other platforms.	• No portfolio or limited examples: 1 point • Portfolio with of demonstrable products: 2 points • Extensive portfolio demonstrating advanced skills: 5 points		
10. Ability to work in a cloud environment, particularly Microsoft Azure or Amazon Web Services.	• Limited cloud experience: 1 point • Work experience in cloud environments: 2-3 points • Experienced in cloud technologies: 4-6 points		
11. Working experience in an international environment with both military and civilian elements.	• <1 year of international experience: 1 point • 1-2 years' experience in international military settings: 2-3 points • >2 years working in international coalition environments: 4-5 points		

12. Proven ability to communicate effectively orally and in writing, with excellent briefing skills.	• Limited communication skills: 1 point • Regular briefer and communicator: 2-4 points • Exceptional communicator with demonstrable impact: 5-8 points		
13. Working experience in data science and AI related outreach activities, such as working with academia and industry, hackathons, or maintaining AI expert and practitioner networks.	• Limited involvement in outreach activities and expert community networking: 1 point • Supported outreach activities and community management (e.g., involved in organizing AI hackathons, industry–academia partnerships, or practitioner networks): 2-6 points • Solid outreach and community management experience (e.g. led AI outreach programs, built sustainable partnerships, and actively managed expert/practitioner communities): 7-10 points		
14. Demonstrated experience working at NATO or extensive familiarity with NATO processes, culture, and organizational structures.	• Limited/No NATO familiarity: 1 point • Familiarity with NATO and NATO structures: 3 points • NATO work experience: 5 points		

LABOR CATEGORY 28 - CONTRACTOR SUPPORT TO DATA SCIENCE & AI: DATA SCIENTIST/AI ENGINEER

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

Number of Candidates: Two Candidates

Period of Performance: Base Period: 1 January 2026 – 31 December 2026, Option Period One: 1 January 2027 – 31 December 2027, Option Period Two: 1 January 2028 – 31 December 2028, Option Period Three: 1 January 2029 – 31 December 2029, Option Period Four: 1 January 2030 – 31 December 2030.

Taskings

1. Contribute to the development and implementation of an enabling data science and AI capability at HQ SACT and across the NATO Enterprise, with a specific focus on scalable data engineering and software systems to support AI initiatives.
2. Design, develop, and maintain robust data pipelines and architectures to manage the ingestion, transformation, and processing of structured and unstructured data for large Language Model (LLM)-based applications and other AI systems.
3. Lead efforts to optimize data delivery and automate data engineering processes, proposing enhancements to infrastructure to improve scalability, efficiency, and reliability in support of LLM deployments.
4. Build API-based infrastructure and frameworks that enable seamless integration of LLMs and ML models with operational systems, ensuring performance, security, and interoperability with NATO environments.
5. Support the development, testing, and validation of microservices and containerized applications to operationalize AI/ML capabilities, including deployment of LLM use cases within NATO.
6. Implement distributed data storage and processing systems (e.g., cloud-based or hybrid architectures) that align with NATO standards and enable scalable use of LLMs across the enterprise.
7. Develop tools and systems to improve data accessibility, enabling data scientists and analysts to efficiently interact with and query data for training, inference, and analytics.
8. Coordinate with data scientists, software engineers, and system architects to align data engineering workflows with broader AI/ML objectives, ensuring timely delivery of clean, high-quality data for LLM training and inference.
9. Establish mechanisms for real-time data processing and streaming, enabling LLMs to operate effectively in dynamic and responsive applications, such as operational decision support or strategic analysis.
10. Conduct preprocessing, cleansing, and transformation of raw data into formats optimized for training, fine-tuning, and inference within LLM infrastructure.
11. Implement robust monitoring, logging, and performance optimization tools for data pipelines and APIs, ensuring reliability and traceability of LLM-enabled workflows.
12. Collaborate with teams to support federated learning approaches and cross-domain data sharing, ensuring compliance with NATO data sovereignty, security, and ethical guidelines.
13. Provide subject matter expertise on data engineering and software development to (military and civilian) staff within HQ SACT or the NATO Enterprise, and develop proofs of concept for LLM-based applications as directed.
14. Research, recommend, and implement best practices for deploying LLMs in secure, cloud-based environments such as Microsoft Azure or AWS, while considering NATO-specific data policies and standards.

15. Evaluate operational requirements and objectives, recommending appropriate engineering solutions for integrating LLMs into NATO workflows and systems.
16. Stay abreast of new developments in AI engineering, including innovations in LLM technologies, data architectures, distributed computing, and API development, to bring cutting-edge capabilities into implementation within NATO.
17. Provide technical training and mentoring to NATO staff, supporting educational efforts in AI engineering, data pipeline design, API development, and digital literacy.
18. Foster a culture of innovation and data-driven decision-making across NATO by building scalable systems that enable the effective exploitation of LLMs and advanced analytics.
19. Perform additional tasks as required by the Contracting Officer's Technical Representative (COTR) related to the LABOR category.

Essential Qualifications

a. Essential qualifications:
1. A Bachelor's degree or higher at a nationally recognized/certified university in Data Science, Data Analytics, AI engineering, or a related discipline such as Mathematics, Physics, Computer Science, Software Engineering OR 4 years minimum professional experience in the area of Data Science, including providing analysis and advice in the field of data science, within the last 5 years.
2. Minimum 4 years of proven work experience as a Data Scientist, Machine Learning Engineer, Data Engineer, or Software Engineer, with a strong emphasis on distributed systems, cloud-based architectures, developing operational AI/ML solutions, and designing API-based infrastructures, microservices architectures, and containerized applications (e.g., Docker, Kubernetes).
3. Demonstrated experience working with GenAI, in particular LLMs, including preprocessing data, fine-tuning, and deployment in secure and scalable environments to include AI/ML frameworks such as TensorFlow, PyTorch, or scikit-learn.
4. Proven expertise in programming languages such as Python, Java, or Scala, with demonstrated experience in software engineering practices (e.g., version control, CI/CD pipelines, containerization).
5. Experience building and optimizing data pipelines, ETL processes, and real-time streaming solutions using tools like Apache Airflow, Kafka, Spark, or equivalent.
6. Knowledge of applied AI principles, particularly in implementing AI systems for operational decision support and analyzing unstructured data (e.g., text, imagery).
7. Ability to architect and maintain scalable data lakes, data warehouses, or distributed storage systems (e.g., Delta Lake, Snowflake, Hadoop, or NoSQL solutions).
8. Demonstrated understanding of data security, privacy, and sovereignty issues, particularly in military or international environments, ensuring compliance with NATO operational and ethical standards.
9. Experience building visually impactful reports, dashboards, and analytics using tools such as Tableau, MS Power BI, or Kibana, supporting informed decision-making for high-level stakeholders.
10. Professional experience in NATO environments or familiarity with NATO processes, organizational culture, and decision-making structures.
11. Ability to translate operational problems into practical AI/ML solutions tailored for military and civilian teams.
12. Proven ability to collaborate effectively within multidisciplinary teams, including coordinating with data scientists, software engineers, and system architects on cross-functional projects.
13. Strong oral and written communication skills, with the ability to brief non-technical audiences and mentor staff in AI engineering, data science, and software development concepts.

Desirable Qualifications

1. Experience leveraging open-source frameworks and publicly available datasets to develop innovative AI and data engineering solutions for operational or analytical use cases.
2. Proficiency in presenting data-driven insights clearly to non-technical audiences, showcasing an ability to craft compelling narratives and actionable recommendations for senior leadership.
3. Understanding of military staff workflows and processes, alongside familiarity with federated learning techniques for enabling secure collaboration across NATO nations while preserving sovereignty of sensitive datasets.
4. Exposure to agile project management methods and tools (e.g., Loop, JIRA, Trello) for coordinating and tracking progress across multi-disciplinary AI/ML projects.
5. Eligibility for NATO security clearance and prior experience working with classified or sensitive data, including understanding security protocols for processing, handling, and securing such data.
6. Exposure to cross-domain data sharing and API-driven interoperability, ensuring effective integration across systems while adhering to security and ethical guidelines within military or international environments.
7. Familiarity with principles of ethical AI development, including considerations for bias mitigation, responsible data handling, and alignment with NATO's ethical frameworks for AI deployment.

Annex B

Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the

individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

Best Value Criteria for LABOR CATEGORY 28 - CONTRACTOR SUPPORT TO DATA SCIENCE & AI: DATA SCIENTIST/AI ENGINEER

Company Name:

Proposed Candidate Name:

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

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

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Contractor Company holds Facilities Security Clearance (FSC) at NATO or National SECRET or higher		
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		Score

	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. <mark>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.</mark> <mark>ANY SCORE OF ZERO IS NONCOMPLIANT</mark>	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	(100 Pts possible)
1. A Bachelor's degree or higher at a nationally recognized/certified university in Data Science, Data Analytics, AI engineering, or a related discipline such as Mathematics, Physics, Computer Science, Software Engineering OR 4 years minimum professional experience in the area of Data Science, including providing analysis and advice in the field of data science, within the last 5 years.	• No Degree or Less than 4 years of Experience: 1 point • Four years+ of Professional AI Experience w/o Degree: 6 points • Bachelor's Degree with Experience: 6 points • Master's Degree with Experience: 10 points		
2. Minimum 4 years of proven work experience as a Data Scientist, Machine Learning Engineer, Data Engineer, or Software Engineer, with a strong emphasis on distributed systems, cloud-based architectures, developing operational AI/ML solutions, and designing API-based infrastructures, microservices architectures, and containerized applications (e.g., Docker, Kubernetes).	• Limited/no relevant work experience: 1 point • <= 4 years: 2-6 points • >4 years: 7-10 points		
3. Demonstrated experience working with GenAI, in particular LLMs, including preprocessing data, fine-tuning, and deployment in secure and scalable environments to include AI/ML frameworks such as	• <1 year:1 point • 1-3 years of: 2-6 points • >3 years: 7-8 points		

	TensorFlow, PyTorch, or scikit-learn.			
4.	Proven expertise in programming languages such as Python, Java, or Scala, with demonstrated experience in software engineering practices (e.g., version control, CI/CD pipelines, containerization).	• <1 year:1 point • 1-3 years of: 2-6 points • >3 years: 7-8 points		
5.	Experience building and optimizing data pipelines, ETL processes, and real-time streaming solutions using tools like Apache Airflow, Kafka, Spark, or equivalent.	• Limited experience:1 point • Moderate experience: 2-4 points • Extensive experience: 5-8 points		
6.	Knowledge of applied AI principles, particularly in implementing AI systems for operational decision support and analyzing unstructured data (e.g., text, imagery).	• Limited understanding: 1 point • Moderate understanding: 2-4 points • Strong understanding: 5-8 points		
7.	Ability to architect and maintain scalable data lakes, data warehouses, or distributed storage systems (e.g., Delta Lake, Snowflake, Hadoop, or NoSQL solutions).	• <1 year:1 point • 1-3 years of: 2-6 points • >3 years: 7-8 points		
8.	Demonstrated understanding of data security, privacy, and sovereignty issues, particularly in military or international environments, ensuring compliance with NATO operational and ethical standards.	• Limited understanding of security/privacy principles: 1 point • Moderate understanding of security issues: 2-4 points • Strong understanding and experience implementing ethical/ responsible Data Science and AI practices ensuring compliance with NATO standards: 5-8 points		
9.	Experience building visually impactful reports, dashboards, and analytics using tools such as Tableau, MS Power BI, or Kibana, supporting informed	• <1 year: 1 point • 1-3 years of experience: 2-6 points • >3 years: 7-8 points		

decision-making for high-level stakeholders.			
10. Professional experience in NATO environments or familiarity with NATO processes, organizational culture, and decision-making structures.	• Limited/No NATO familiarity: 1 point • Familiarity with NATO and NATO structures: 2-3 points • NATO work experience: 4-6 points		
11. Ability to translate operational problems into practical AI/ML solutions tailored for military and civilian teams.	• Limited experience: 1 point • Practical experience: 2-4 points • Experienced in solving operational problems for military and civilian teams: 5-8 points		
12. Proven ability to collaborate effectively within multidisciplinary teams, including coordinating with data scientists, software engineers, and system architects on cross-functional projects.	• <1 year: 1 point • 1-3 years of experience: 2-4 points • >3 years: 5-6 points		
13. Strong oral and written communication skills, with the ability to brief non-technical audiences and mentor staff in AI engineering, data science, and software development concepts.	• Limited communication skills: 1 point • Regular briefer and communicator: 2-4 points		

LABOR CATEGORY 29 – CONTRACTOR SUPPORT TO DATA SCIENCE AND ARTIFICIAL INTELLIGENCE BRANCH; FULL STACK DEVELOPER

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

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 January 2026 – 31 December 2026, Option Period One: 1 January 2027 – 31 December 2027, Option Period Two: 1 January 2028 – 31 December 2028, Option Period Three: 1 January 2029 – 31 December 2029, Option Period Four: 1 January 2030 – 31 December 2030.

The contractor will report to the Technical Lead in the Data Science & AI branch. As a Full Stack Developer, the role focuses on designing and maintaining secure, scalable systems. Responsibilities include developing front-end and back-end solutions, integrating AI functionalities, and ensuring compliance with security standards. The role also involves contributing to new demonstrators and use cases, enhancing system performance, and maintaining detailed documentation.

Tasks:

1. Design, develop, and maintain secure, scalable, and high-performance front-end and back-end systems to support AI applications, using existing applications as a reference models.
2. Build and maintain web-based user interfaces (UI) and dashboards for secure interaction with AI capabilities, tailored for classified environments.
3. Develop and optimise server-side logic, APIs, and services to integrate AI functionalities seamlessly across workflows and systems.
4. Implement authentication and access control mechanisms to ensure secure and compliant use of systems, aligning with data sovereignty policies.
5. Design and develop containerised application environments (e.g., Docker) and integrate them with orchestration tools (e.g., Kubernetes) to ensure scalability and high availability.
6. Collaborate with data engineers and AI engineers to integrate data pipelines, inference mechanisms, and AI model outputs into front-end and back-end systems.
7. Develop robust error handling, logging, and performance monitoring solutions across the application stack to ensure reliable operation of platforms.
8. Ensure compliance with security and privacy standards by implementing secure coding practices at all stages of development.
9. Build automated testing frameworks to validate the stability, security, and performance of full-stack systems.
10. Improve the scalability and flexibility of architectures by designing modular and reusable components across the stack.
11. Provide support for the deployment, maintenance, and troubleshooting of systems in classified operational environments.
12. Participate in the development of Minimum Viable Products (MVPs) and prototypes, assisting in delivering innovative solutions for mission objectives.
13. Produce and maintain detailed documentation of development workflows, APIs, system architectures, and configurations to ensure knowledge continuity and operational transparency.
14. Stay current with emerging tools and methods for full-stack development, enabling enhanced functionality and secure deployment.

15. Support internal training efforts related to full-stack development, secure coding practices, and application management.
16. Performs additional tasks as required by the Tech Lead or COTR related to the labor category.

Essential Qualifications

a. Essential qualifications:
1. A Bachelor's degree or higher from a nationally recognized/certified university in Computer Science, Software Engineering, or a related discipline OR at least four years of professional experience in full-stack development within the last six years.
2. Proven experience in full-stack development roles, including the design, development, and deployment of secure and scalable web applications within the last four years.
3. Expertise in front-end technologies such as HTML, CSS, JavaScript, and modern frameworks like React, Angular, or Vue.js.
4. Proficiency in server-side programming with languages like Python, Node.js, Java, or .NET for building secure and high-performance back-end systems.
5. Experience designing and consuming RESTful and GraphQL APIs, ensuring efficient and secure interaction with components.
6. Strong understanding of database technologies, including relational databases (e.g., PostgreSQL, MySQL) and NoSQL options (e.g., MongoDB, DynamoDB).
7. Knowledge of containerization and orchestration technologies (e.g., Docker, Kubernetes) to support scalable and resilient full-stack deployments.
8. Familiarity with secure software development practices and frameworks, including OWASP guidance and security standards for sensitive systems.
9. Demonstrated ability to implement automated testing frameworks (e.g., Jest, Selenium, or Cypress) to ensure system reliability and security.
10. Effective communication skills, including the ability to document workflows and collaborate across software development, AI engineering, and operations teams.
11. Experience working within NATO environments or demonstrated familiarity with NATO processes, workflows, and organizational structures.

b. Desirable qualifications:
1. Experience integrating AI/ML model outputs into web applications, including optimising model-driven UI/UX elements for real-time interaction.
2. Working knowledge of cloud services such as Microsoft Azure or AWS for deploying secure front-end/back-end systems.
3. Familiarity with visualisation tools and libraries (e.g., D3.js, Chart.js, Plotly, ggplot2) for presenting actionable insights.
4. Experience with agile methods and DevSecOps workflows to optimise team collaboration and secure deployment practices.
5. Familiarity with classified networks and regulations concerning authentication, access control, and cybersecurity.
6. Capability to create intuitive visual interfaces and dashboards catering to both technical and non-technical users.
7. Eligibility and prior experience working with security clearances to operate classified or sensitive systems.

Annex B

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 29 – CONTRACTOR SUPPORT TO DATA SCIENCE & AI: FULL STACK DEVELOPER

Company Name:

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Contractor Company holds Facilities Security Clearance at NATO or National SECRET or higher		
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 **Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.** **Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.** **ANY SCORE OF ZERO IS NONCOMPLIANT**	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 Pts possible)
1. A Bachelor's degree or higher from a nationally recognized/certified university in Computer Science, Software Engineering, or a related discipline OR at least four years of professional experience in full-stack development within the last six years.	• No Degree or Less than 4 years of Experience: 1 point • 4 years+ of Professional AI Experience w/o Degree: 2-6 points • Bachelor's Degree with Experience: 7-8 points • Master's Degree with Experience: 9-10 points		
2. Proven experience in full-stack development roles, including the design, development, and deployment of secure and scalable web applications within the last four years.	• <1 year:1 point • 1-4 years of: 2-8 points • >4 years: 9-12 points		
3. Expertise in front-end technologies such as HTML, CSS, JavaScript, and modern frameworks like React, Angular, or Vue.js.	• <1 year:1 point • 1-3 years of: 2-6 points • >3 years: 7-10 points		
4. Proficiency in server-side programming with languages like Python, Node.js, Java, or .NET for building secure and high-performance back-end systems.	• <1 year:1 point • 1-3 years of: 2-6 points • >3 years: 7-10 points		

5. Experience designing and consuming RESTful and GraphQL APIs, ensuring efficient and secure interaction with components.	• <1 year:1 point • 1-3 years of: 2-6 points • >3 years: 7-10 points		
6. Strong understanding of database technologies, including relational databases (e.g., PostgreSQL, MySQL) and NoSQL options (e.g., MongoDB, DynamoDB).	• Limited understanding:1 point • Moderate understanding: 2-4 points • Extensive understanding: 5-8 points		
7. Knowledge of containerization and orchestration technologies (e.g., Docker, Kubernetes) to support scalable and resilient full-stack deployments.	• Limited experience:1 point • Moderate experience: 2-5 points • Extensive experience: 6-10 points		
8. Familiarity with secure software development practices and frameworks, including OWASP guidance and security standards for sensitive systems.	• Limited experience:1 point • Moderate experience: 2-4 points • Extensive experience: 5-10 points		
9. Demonstrated ability to implement automated testing frameworks (e.g., Jest, Selenium, or Cypress) to ensure system reliability and security.	• <1 year:1 point • 1-3 years of: 2-6 points • >3 years: 7-10 points		
10. Effective communication skills, including the ability to document workflows and collaborate across software development, AI engineering, and operations teams.	• Limited communication skills: 1 point • Regular briefer and communicator: 2-5 points		
11. Experience working within NATO environments or demonstrated familiarity with NATO processes, workflows, and organizational structures.	• Limited/No NATO familiarity: 1 point • Familiarity with NATO and NATO structures: 3 points • NATO work experience: 5 points		

LABOR CATEGORY 30 – CONTRACTOR SUPPORT TO DATA SCIENCE & AI: SENIOR SOFTWARE DEVELOPER

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

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 January 2026 – 31 December 2026, Option Period One: 1 January 2027 – 31 December 2027, Option Period Two: 1 January 2028 – 31 December 2028, Option Period Three: 1 January 2029 – 31 December 2029, Option Period Four: 1 January 2030 – 31 December 2030.

The contractor will be under the responsibility of the DSAI Branch Head and the Technical Lead. As a Senior Software Developer, the role will lead software development efforts and may transition into the role of Technical Lead. The role involves working on DSAI's use cases, demonstrators, and AI experimentation initiatives, updating AI applications, and ensuring modular platforms, current UI/UX, and comprehensive documentation.

Taskings

1. Design, develop, and maintain robust software components focusing on scalability, performance, and security.
2. Implement and optimise AI/ML algorithms, ensuring compliance with NATO-specific requirements.
3. Design and manage data pipelines for secure handling of classified data.
4. Develop, test, and integrate model training and inference systems.
5. Deploy and support AI applications within NATO's secure environments.
6. Collaborate with data scientists and AI engineers to enhance software practices.
7. Produce high-quality documentation for software components and processes.
8. Stay updated on software development, AI engineering, and NLP technologies.
9. Contribute to a culture of innovation within the Data Science & AI Branch.
10. Provide feedback about their work clearly and concisely.

Essential Qualifications

a. Essential qualifications:
1. A Bachelor's degree or higher from a nationally recognized/certified university in Computer Science, Software Engineering, or a related technical discipline OR a minimum of six years of professional experience in software development within the last eight years.
2. Proven experience as a software developer with a focus on implementation AI systems in the last four years.
3. Proficiency in modern software development and practices, including coding in Python, C++, Java, or similar programming languages.
4. Experience with AI/ML frameworks such as TensorFlow or PyTorch.
5. Demonstrated ability to develop and manage secure and scalable software systems for sensitive data.
6. Strong skills in database management, data processing, and cloud-based services, particularly with Amazon Web Services (AWS), Microsoft Azure.
7. Familiarity with containerization technologies and orchestration tools like Docker and Kubernetes.
8. Experience designing and testing APIs or system interfaces to integrate AI systems into larger infrastructures.

9. Understanding of NATO data security standards, privacy concerns, and secure coding practices.
10. Effective communication skills, to include writing technical documentation, code reviews, and collaboration with diverse stakeholders, including non-technical users.
11. Experience working within NATO environments or demonstrated familiarity with NATO processes, workflows, and organizational culture.

b. Desirable qualifications:
1. Experience with Big Data tools such as Apache Kafka, Databricks or Spark.
2. Knowledge of federated learning practices and secure multi-party computation for handling sensitive or classified AI training datasets.
3. Familiarity with military or defense applications of AI systems, particularly in international environments.
4. Experience with agile software development methodologies and tools, such as Jira or Confluence.
5. Capability to act as a 'data storyteller' by visualizing technical insights and presenting relevant findings to senior leadership in accessible formats.
6. Eligibility and prior experience working with NATO security clearances to process classified or sensitive data.
7. Familiarity with DevSecOps practices to streamline secure software development and system deployment within NATO.

Annex B

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 30 – CONTRACTOR SUPPORT TO DATA SCIENCE & AI: SENIOR SOFTWARE DEVELOPER

Company Name:

Proposed Candidate Name:

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

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

Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Range **Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.** <mark>**Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.**</mark> <mark>**ANY SCORE OF ZERO IS NONCOMPLIANT**</mark>	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 Pts possible)
1. A Bachelor's degree or higher from a nationally recognized/certified university in Computer Science, Software Engineering, or a related technical discipline OR a minimum of six years of professional experience in software development within the last eight years.	• No Degree or Less than 5 years of Experience: 1 point • 5 years+ of Professional AI Experience w/o Degree: 6 points • Bachelor's Degree with Experience: 6 points • Master's Degree with Experience: 10 points		
2. Proven experience as a software developer with a focus on implementation AI systems in the last four years.	• <1 year:1 point • 1-4 years of: 2-8 points • >4 years: 9-12 points		
3. Proficiency in modern software development and practices, including coding in Python, C++, Java, or similar programming languages.	• <1 year:1 point • 1-6 years of: 2-6 points • >6 years: 7-12 points		
4. Experience with AI/ML frameworks such as TensorFlow or PyTorch.	• Limited experience:1 point • Moderate experience: 2-5 points • Extensive experience: 6-8 points		
5. Demonstrated ability to develop and manage	• <1 year:1 point • 1-3 years of: 2-6 points		

secure and scalable software systems for sensitive data.	• >3 years: 7-10 points		
6. Skilled in database management, data processing, and cloud-based services, particularly with Amazon Web Services (AWS), Microsoft Azure.	• Limited experience:1 point • Moderate experience: 2-4 points • Extensive experience: 5-10 points		
7. Familiarity with containerization technologies and orchestration tools like Docker and Kubernetes.	• Limited experience:1 point • Moderate experience: 2-5 points • Extensive experience: 6-10 points		
8. Experience designing and testing APIs or system interfaces to integrate AI systems into larger infrastructures.	• Limited experience:1 point • Moderate experience: 2-5 points • Extensive experience: 6-10 points		
9. Understanding of NATO data security standards, privacy concerns, and secure coding practices.	• Limited understanding:1 point • Moderate understanding: 2-4 points • Extensive understanding: 5-8 points		
10. Effective communication skills, to include writing of technical documentation, code reviews, and for collaboration with diverse stakeholders, including non-technical users.	• Limited communication skills: 1 point • Regular briefer and communicator: 2-5 points		
11. Experience working within NATO environments or demonstrated familiarity with NATO processes, workflows, and organizational culture.	• Limited/No NATO familiarity: 1 point • Familiarity with NATO and NATO structures: 3 points • NATO work experience: 5 points		