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RFP-ACT-SACT-26-17



**HQ Supreme Allied Commander Transformation  
Purchasing and Contracting Section  
Office of Budget and Finance**  
Norfolk, Virginia | USA



**NORTH ATLANTIC TREATY ORGANISATION**  
HEADQUARTERS SUPREME ALLIED COMMANDER TRANSFORMATION  
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NORFOLK, VIRGINIA, 23551-2490

**Request for Proposal**

**RFP-ACT-SACT-26-17**

**Next Generation Modelling and Simulation  
(NexGen M&S)**

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**HQ Supreme Allied Commander Transformation**  
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## BIDDING INSTRUCTIONS

### 1. General

a. Headquarters Supreme Allied Commander Transformation (HQ SACT) intends to utilize NATO Competitive Procurement to award contracts for participation in the Agile Procurement (AP) process to satisfy the NATO Next Generation Modelling and Simulation (NexGen M&S) programme requirements.

b. The NexGen M&S Programme aims to transition NATO from a collection of stove-piped, application-centric simulation tools toward a coherent, modular, interoperable, and data-centric M&S ecosystem. This ecosystem must support multiple application areas (Computer Assisted Exercises (CAX), Operations Planning, Operational Analysis and Strategic Studies and Computer Assisted Wargames (CAW)) across the air, land, maritime, space, cyber domains, and physical, virtual and cognitive dimensions, and at multiple levels of classification.

c. The AP process constitutes an iterative down-selection with competitive dialogue and evaluated demonstrations of the vendor solutions, designed to identify the most suitable solution for the NexGen M&S capability. AP implements four sequential evaluation steps, called "sprints", to enable live demonstrations, structured evaluations, and competitive dialogue with vendors to identify a solution at the speed of relevance. At the conclusion of the AP process, HQ SACT intends to award a FFP contract to the bidder whose proposal was evaluated and determined to be the Best Value solution for the implementation and use of the NexGen M&S solution.

d. A phased down-selection using evaluation criteria will be applied to select bidders that shall progress to the subsequent sprints after Sprint 1. A maximum of five (5) Bidders will be selected to progress to Sprint 2. A phased down-selection using evaluation criteria will be applied to select bidders that shall progress to the subsequent sprints. Participation in each sprint shall be remunerated a fixed amount as described in Section 15. In Sprint 4, each of the remaining bidder(s) shall provide a Best and Final Offer (BAFO) for the award of the NexGen M&S contract.

e. AP selection decisions to proceed to subsequent sprints and award of the contract shall be subject to funds availability, and partial bidding is not allowed. The selected vendor will be called upon to provide additional services as described at Annex A (Statement of Objectives (SOO)) of this RFP.

f. HQ SACT General Terms and Conditions Dated **15 January 2026** are applicable to this procurement and can be located on the ACT Website at **[WWW.ACT.NATO.INT/CONTRACTING](http://WWW.ACT.NATO.INT/CONTRACTING)** under Contractor Information.

### 2. Classification

This Request for Proposal (RFP) 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 RFP.
- b. The term "Bidder" shall refer to the bidding entity that has completed a bid in response to this RFP and/or is participating in Sprints 2 to 4.
- 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 RFP 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 RFP shall, unless otherwise stated, be interpreted as calendar days.
- j. The term "month" as used in this RFP shall, unless otherwise stated, be interpreted as 30 calendar days.
- k. The term "shall" as used in this RFP means an obligation, not a merely directory instruction.

**4. Eligibility**

- a. This RFP is open to governmental or commercial entities.
- b. Bidder shall be established in a North Atlantic Treaty Organization Alliance member nation.
- c. All Bidder's personnel working on this RFP must be citizens of a NATO member nation.
- d. Bidders shall be working in the Modelling and Simulation 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 award.

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e. Bidder must be able to demonstrate the desired past performance as described in this RFP.

f. Bidder's personnel will be required to hold NATO or National SECRET Personnel Security Clearance (PSC) at the time of award. Additionally, a Facilities Security Clearance (FSC) will be required for contract award for Prime and Sub-Contractor companies at NATO or National SECRET or above. While this is not required during the AP process, **interested bidders successfully down selected in Sprint 1 are encouraged to initiate this process immediately if they currently do not meet this eligibility requirement. An active FSC will be a requirement for contract award.** (See Enclosures 7 & 8)

g. **A Declaration of Eligibility (DOE) issued by the appropriate national authority of the Bidders nation of origin is required for prime and sub-contractors. Proposals will be deemed non-compliant if the DOE for any participating partner has not been received by the bidding deadline. Bidders are encouraged to apply for this declaration immediately.**

**5. Exemption of Taxes**

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

**6. 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 RFP prior to the date set for bid closing. A solicitation amendment or amendments shall announce such action.

b. HQ SACT reserves the right to amend or delete any one or more of the Capability Requirements (CR), General Simulation Requirements (GSR) or Non-Functional Requirements (NFR) during the sprints phase of the agile procurement as necessary to ensure the desired solution meets the NexGen M&S programme requirements. In doing so HQ SACT will treat all participating Bidders in a non-discriminatory way and allow adequate time for review and adjustment of the solutions or proposals. A requirements amendment or amendments shall announce such action.

c. HQ SACT reserves the right to cancel, withdraw, or suspend at any time, this RFP 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.

**7. Bidder Clarifications**

a. Prospective Bidders should seek clarification at their earliest convenience. Any explanation regarding the meaning or interpretation of this RFP, terms, clause, provision or specifications, shall be requested in writing, from the Contracting

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Officer. All Contracting Officers listed on this RFP must receive such requests via email for clarification no later than **1 May 2026**.

**b. An Online Bidders' Conference** is scheduled **23 April 2026 0900 Eastern Standard Time, to be held via Microsoft Teams**. HQ SACT will offer a brief informative presentation regarding the NexGen M&S programme requirement and outline anticipated timelines and processes for this procurement, followed by a Q&A session. This Bidder's Conference will be recorded and posted publicly at [www.act.nato.int/contracting](http://www.act.nato.int/contracting).

- 1) Invitations to the Online Bidders' Conference will automatically be sent to the email addresses listed on the Declaration of Eligibility (DoE) Letters that have been received up to the day the RFP is published.
- 2) Interested Bidders, that have not submitted their DoE, or that do not receive an email invitation, are requested to register **NLT 17 April 2026** for the Online Bidder's Conference in advance by sending an email request to the Contracting Staff identified below:
  - a) Tonya Bonilla, [tonya.bonilla@nato.int](mailto:tonya.bonilla@nato.int)
  - b) Louise Syms, [louise.syms@nato.int](mailto:louise.syms@nato.int)
  - c) Inga Love, [inga.love@nato.int](mailto:inga.love@nato.int)
- 3) Interested Bidders shall provide the following information:
  1. Company Name and Address
  2. List of Participants by name
  3. E-mail address of each participant

**c. Industry Day**. HQ SACT will facilitate an information exchange opportunity for interested bidders on **24 April 2026, 0900 Eastern Standard Time**. Industry is invited to prepare a 5-minute high-level presentation of company capabilities and offer key points of contact for teaming or collaboration opportunities. Detailed rules of engagement regarding this optional presentation will be provided upon registration.

- 1) Invitations to the Online Industry Day will automatically be sent to the email addresses listed on the DoE Letters that have been received up to the day the RFP is published.
  1. Bidders that intend to provide a presentation are required to submit their slides in advance of the Online Industry Day. Presenting is not a requirement for attending this event.
- 2) Interested Bidders, that have not submitted their DoE, or that do not receive an email invitation, are requested to register **NLT 17 April 2026** for the Online Industry Day in advance by sending an email request to the Contracting Staff identified below:
  - a) Tonya Bonilla, [tonya.bonilla@nato.int](mailto:tonya.bonilla@nato.int)
  - b) Louise Syms, [louise.syms@nato.int](mailto:louise.syms@nato.int)
  - c) Inga Love, [inga.love@nato.int](mailto:inga.love@nato.int)
- 3) Interested Bidders shall provide the following information:

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1. Company Name and Address
2. List of Participants by name
3. E-mail address of each participant
4. Slides, if the Bidder plans to make a presentation, OR state they only plan to attend.

d. For Bidders participating in subsequent Sprints, clarifications shall be requested no later than 10 days before the respective sprint's deadline.

e. Information in response to all written 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. Questions/Answers at Bidder's Conference and Industry Day videos shall be published for transparency. All such addendums and any necessary solicitation amendments shall be incorporated into this RFP. Verbal Interpretations shall not be binding.

**8. Bid Closing Date**

a. Bids shall be received at HQ SACT, Purchasing and Contracting Office, no later than **29 May 2026, 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.

b. Any other deadlines will be communicated through AP process by contracting authority.

**9. Bid Validity**

a. Bids shall remain valid for a period of **three hundred and sixty-five days (365)** from the applicable closing date set forth within this RFP. HQ SACT may 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 Bidder's 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.**

**10. Content of Proposal for Sprint 1**

a. The proposal shall consist of two (2) separate documents, a Technical Proposal and a Price Proposal shall be sent via e-mail as per the instructions. No hard copy

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proposals will be accepted. The e-mailed documents shall be received no later than **13 May 2026, 0900 hours**, Eastern Standard Time, Norfolk, Virginia, USA.

b. The Technical Proposal shall not exceed a total of **one hundred and fifty (150)** pages including all sections and annexes but excluding cover page and Table of Contents. The Technical Proposal shall be formatted using a minimum 12-point font, single-spaced, with standard one-inch margins including page numbers. Proposals excerpts referenced information or annexes that surpass the indicated page limits will not be considered as part of the Proposal and thus will not be the object of consideration or evaluation.

**c. Technical Proposal shall be a Signed PDF document containing:**

- 1) Proposal Content/Checklist (Enclosure 1).
- 2) A Cover Sheet for the entire proposal shall include:
  - a) Bidder's full name
  - b) Address
  - c) Point of Contacts, Telephone, E-mail
  - d) Internet site
- 3) Compliance Statement (Enclosure 2)
- 4) Past Performance Information Form (Enclosure 3)
- 5) The Technical Proposal shall describe the bidder's technical understanding of the requirements and the proposed approach to addressing the SOO and applicable appendices to establish the NexGen M&S capability. (Refer to Enclosure 4 for Technical Proposal details.)
- 6) Facility Security Clearance (FSC) Information Sheet (Enclosure 8)

**d. Price Proposal shall be the completed excel pricing spreadsheet in Euro (EUR) Currency. If a bidder is unable to sign the excel spread sheet, a separate signed PDF document according to the template at Enclosure 6 shall also be submitted.** Contractor may request payment post award in alternate currency based on agreed conversion rate.

## **11. Proposal Submission**

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

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

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

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b. E-mail subject shall include the solicitation information along with company name (for example: RFP -ACT-SACT-26-17 Tech\_ABC Inc. / RFP -ACT- SACT-26-17 Price\_ABC Inc.). Allow sufficient time to send proposal submissions in case of e-mail size challenges.

c. No verbal bids, verbal modifications, or telephonic bids will be considered.

d. It is the responsibility of a Prospective Bidder to ensure all proposal submissions are reviewed to ensure they meet the technical, contractual, and administrative specifications, and that offers meets the limitations and expressed conditions.

e. For the purpose of this RFP and in respect of HQ SACT's Prime Contractor Principle, the Prime Contractor is solely liable for the overall performance and management of the Contract, including delivering the agreed upon outcomes, managing the project's scope, budget, and schedule, and ensuring compliance with all contractual outcomes.

f. The Prime Contractor may, subject to the contracting officer's approval, sub-contract certain tasks to other companies but retains the full liability for the requirements' success and for managing any issues.

g. Bidders are at liberty to constitute themselves into any form of contractual arrangements or legal entity they desire, bearing in mind that in consortium-type arrangements, a single judicial personality must be established to represent that legal entity and take on the role of Prime Contractor (see above). A legal entity, such as an individual, partnership, or corporation (herein referred to as "Contractor"), shall represent all members of the consortium with HQ SACT. The Contractor shall be vested with full power and authority to act on behalf of all members of the consortium within the prescribed powers stated in an irrevocable Power of Attorney issued to the Contractor by all members associated with the consortium.

h. Evidence of authority on behalf of the consortium by the Contractor shall be enclosed and sent with any Bidder's response to this RFP. Failure to furnish proof of authority may be a reason for the RFP response be declared non-compliant.

**12. 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.

**13. Bid Withdrawal**

Bidders may withdraw their bid up to the date and time specified for bid closing or during Sprints. 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 Committee Report.

**14. 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 RFP. HQ SACT is not responsible for any content that is not clearly identified in any proposal package.

b. Bidders must prepare and submit their proposals throughout the entire AP process independently and not engage in any collusive, anti-competitive, or other improper conduct with any bidder or prospective bidder in relation to this RFP. Any indication of collusion, price-fixing, market allocation, or other conduct intended to distort competition may result in the exclusion of the bidder and may affect the bidder's eligibility in future procurements.

c. Due to the highly technical nature of this requirement, an AP process consisting of four (4) Sprints will be conducted as detailed below in Section 15. AP will utilize Competitive Dialogue evaluation methodology. Compliance Matrix and Technical Evaluation Criteria is provided at RFP Enclosure 4.

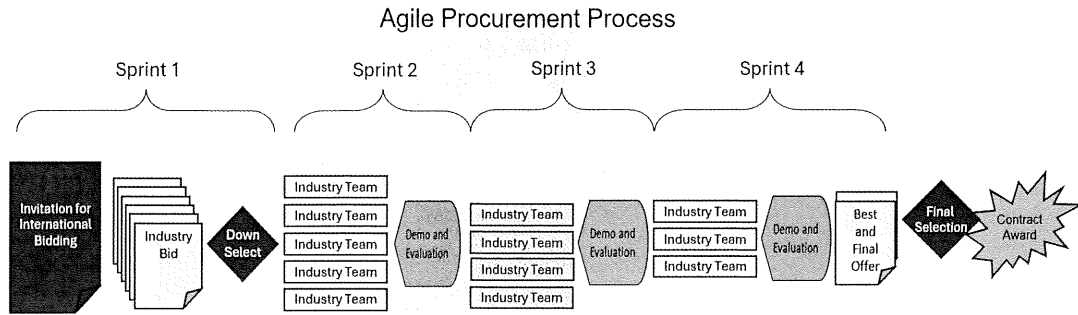
d. Proposals shall be evaluated based on the following criteria:

- 1) Successful administrative submission of proposal packages as requested in Section 11.
- 2) Successful determination of compliance. (Compliant/non-compliant).
- 3) Technical factors / pricing factors rated the following: Technical / Price = 70/30 (Best Value).

**15. Agile Procurement Process**

a. The NexGen M&S solution will be selected using an AP approach, structured into a series of competitive sprints. AP is designed to accelerate identification of the capability by combining incremental competition, live technical demonstrations, structured evaluations, and continuous feedback while still maintaining transparency, fairness, and full compliance with NATO procurement regulations.

b. A maximum of five (5) Bidders shall be selected at the completion of Sprint 1 to progress to Sprint 2. Thereafter, a phased down-selection using evaluation criteria will be applied to select bidders that shall progress to subsequent sprint. Participation in each sprint shall be remunerated a fixed amount in accordance with the below process. At the conclusion of Sprint 4, each bidder shall submit their BAFO for the FFP award of the NexGen M&S Contract. The following graphic summarizes the AP process.



c. Each AP sprint is aimed at down-selecting to a minimum number of proposals based on the scoring of technical and pricing criteria that will be progressively established by the Contracting Officer per each Sprint.

d. The AP objective is to select a single industry partner for the follow-on implementation and sustainment of the NexGen M&S capability on the basis of Best Value considerations. The following sections describes the objective of each Sprint.

e. The requirements and objectives outlined in the Statement of Objectives (SOO) will be progressively refined during the execution of the Agile Procurement process. Requirements and objectives are clarified through the sprint activities and engagements with NATO stakeholders; they will be formally incorporated into the Statement of Work (SOW). Bidders shall prepare their BAFO packages based on the finalized SOW.

f. Remunerations: Each down-selected Bidder will be remunerated €50,000 for completion of Sprint 2. Bidders advancing to Sprints 3 & 4 will be remunerated according to contribution. Participation in Sprint 3 will be remunerated €250,000, Successful participation resulting in advancement to Sprint 4 will be remunerated €550,000. Bidders advancing to Sprint 4 will be remunerated €500,000 for full participation at the completion of Sprint 4 and €700,000 for completion of Sprint 4 resulting in contract award. Successful Participation is defined as being selected for the subsequent sprint.

<b>Remuneration Schedule</b>	
<b>Number</b>	<b>Amount</b>
Sprint 1	€0
Sprint 2	€50,000
Sprint 3 Full Participation but not advancing	€250,000
Sprint 3 – Successful Participation resulting in advancement to Sprint 4	€550,000
Sprint 3 – Flat Rate Travel Allowance	€25,000

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Sprint 4 – Full participation	€500,000
Sprint 4 – Successful Participation resulting in Award	€700,000
Sprint 4 – Flat Rate Travel Allowance	€25,000

**g. AP Schedule:**

The AP milestones and their corresponding estimated dates are presented in the table below.

<b>Event / Milestone Description</b>	<b>Estimated Date (Months)</b>
RFP Released	T0 14 April 2026
Sprint 1 Evaluation of Initial Bids	T0 + 3 months
Notification to Selected Agile Procurement Bidders	T0 + 3 months
Kick-off Meeting	T0 + 4 months
Sprint 2 Demo & Evaluation	T0 + 5 months
Sprint 3 Demo & Evaluation with draft price proposal	T0 + 6 months
Sprint 4 Demo & Evaluation	T0 + 10 months
Bidders Best and Final Offer Submittal	T0 + 11 months
Final Selection and Notification	T0 + 11 months

**h. SPRINT 1: Selection of Agile Procurement Participants**

1. The Contract Award Committee (CAC) evaluates the eligible proposals based on the pre-established criteria. Up to five (5) Bidders will be down-selected to proceed to Sprint 2. The evaluation criteria for this selection are provided in RFP Enclosure 4 – Sprint 1 Instructions, Evaluation Criteria and Methodology.
2. At the completion of Sprint 1, down-selected Bidders will be provided detailed instructions for Sprint 2.

**i. SPRINT 2: General Simulation Capabilities**

1. Sprint 2 begins with a virtual Kick-off Meeting led by NATO ACT describing the NexGen M&S requirements, explaining the AP process and evaluation criteria, and introducing key stakeholders. The Kick-off meeting initiates a structured technical collaboration with the down-selected bidders to demonstrate how their capability addresses NexGen M&S requirements listed in Appendix 1.

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2. Bidders will be assigned a time slot to demonstrate their capabilities virtually during the sprint.
3. Bidder demonstrations shall include the following core concepts:
  - a) Plan, Prepare, Execute, Analyse (PPEA) tool support for rapid scenario setup.
  - b) Common Synthetic Environment (CSE) including common terrain, common behaviours, and common unit database.
  - c) Intuitive user interface and user experience.
4. This sprint establishes a common understanding of NATO's baseline expectations and architectural direction. Each Bidder participating in Sprint 2 will be remunerated a fixed payment of €50,000, based on their successful completion of the sprint. Sprint 2 concludes with the exercise of AP option to those bidders down-selected for continued participation in Sprint 3 (successful completion). Bidders may seek clarification and provide technical input to inform subsequent demonstrations and proposal.
5. Sprint 2 evaluation shall be based on the demonstrations and interactions with stakeholders during this Sprint to assess compliance with Capability Requirements (CRs) 1 and 2, General Simulation Requirements (GSRs), Programme Integration Requirements (PIRs) and Non-Functional Requirements (NFR).

**j. SPRINT 3: Overview of Application Areas**

1. Sprint 3 will be conducted in-person and focus on Computer Assisted Exercises (CAX), Operational Analysis and Strategic Studies, demonstrating high fidelity, entity-level representation and Computer Assisted Wargaming (CAW), and Operations Planning demonstrating lower fidelity, aggregate-level representation.
2. Demonstrations shall include the following NexGen M&S characteristics:
  - a) Web-enabled and data-centric architectures
  - b) Intuitive user interface and user experience
  - c) Modular and composable design
  - d) Time management and faster-than-real-time execution
  - e) Course of Action (COA) analysis using correlation of forces matrix
  - f) Multi-Resolution Models (Aggregate and Entity Levels)
  - g) Multi Sided Play
  - h) Operational Effects and faster than real-time adjudication
  - i) Data parsing, mining, analysis, export, reporting, and visualization
  - j) Free-play execution and automated behaviours
  - k) Ease of scripting and modifying unit orders and MEL/MIL effects integration
  - l) Scenario and ORBAT data exchange between planning tools and simulations

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3. Evaluation areas:
  - a) Multi-Domain Operations (MDO) representation across all domains (land, air, maritime, space, and cyber)
  - b) Effect representation across three dimensions: Physical, Virtual, and Cognitive
  - c) Joint functions including command and control, intelligence, manoeuvre, fires, sustainment, and force protection
  - d) Capabilities representing Political, Military, Economic, Societal, Information and Infrastructure (PMESII) caused by Diplomatic, Information, Military, Economic, Financial, Intelligence, and Law Enforcement (DIMEFIL) actions
  - e) Automated behaviours and AI-enabled agents
  - f) After-Action Review (AAR) capabilities
  - g) Database management systems for verification, validation, data curation and data governance requirements
  - h) Use of shared scenario data and terrain for consistent planning and analysis
4. The SOO included in this RFP shall be revised by ACT and replaced by a Statement of Work (SOW) to incorporate the successful Bidders' proposed NexGen M&S solution.
5. Each Bidder participating in Sprint 3 will update their initial price proposal.
6. Each Bidder participating in Sprint 3 will be remunerated according to the schedule at Section 15(f). Sprint 3 concludes with the down-selection decision of bidders to proceed to Sprint 4.
- k. **SPRINT 4: Detailed Representation of Application Areas**
  1. This final sprint will be conducted in person including detailed demonstrations of everything covered in Sprint 3 as well as modifications based on previous feedback.
  2. Demonstrations shall include the following elements:
    - a) Multi-Resolution Models (Aggregate and Entity Levels)
    - b) Operational Effects Adjudication
    - c) Data parsing, mining, analysis, export, reporting, and visualization
    - d) Data interrogation, clear data provenance and data output traceability
    - e) Batch processing
    - f) Analyst specific interfaces
    - g) Free-play execution and automated behaviours
    - h) Ease of scripting and modifying unit orders
    - i) Scenario and ORBAT data exchange between planning tools and simulations
  3. Additional evaluation areas:
    - a) Ability to explain conceptual model and VV&A methodology

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- b) Verifies compliance with NATO cybersecurity and security accreditation standards
- 4. Each Bidder participating in Sprint 4 will be remunerated a fixed payment according to the schedule at Section 15(f).
- 5. The result of this evaluation shall be the award of a FFP contract for the implementation of the NexGen M&S Programme Capability, subject to IC approval and funds availability.
- 6. The CAC will conduct a final evaluation of proposals using a Best Value assessment methodology and confirming the submissions fully address all RFP requirements and feedback received during AP Competitive Dialogue.
- 7. The SOW provided at the end of Sprint 3 will be updated and finalized by ACT to incorporate the successful Bidders' proposed NexGen M&S solution.

**16. Proposal Clarifications**

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

**17. Negotiations**

HQ SACT reserves the right to decide until the conclusion of Sprint 4 if it intends to negotiate certain aspects of price/cost, technical requirements/scope, and/or schedule, and if so, which aspects. Such aspects shall be included as evaluation criteria. HQ SACT reserves the right to negotiate minor deviations to the listed General Terms and Conditions contained in this RFP.

**18. Award**

a. HQ SACT intends to award a Firm Fixed Price contract to the Bidder whose proposal represents the best value technical solution for NexGen M&S. Award is currently estimated for the 11<sup>th</sup> month after publication of the RFP.

**19. Travel**

a. Travel incurred for participation in Sprints 3 & 4 of the AP shall be conducted using the lumpsum travel budget included in the remunerated amount for sprints. No additional travel funding will be provided for participation.

b. Travel under the subsequent contract will not be considered during as part of the contract award decision, including compliance analysis or price evaluation, to ensure geographical impartiality between bidders of all NATO Nations. Anticipated travel, therefore, shall not be included in the bidder's overall pricing and will be addressed separately post award. The bidder shall, however, provide a Rough Order Magnitude (ROM) figure for planning and budgeting purposes.

**20. Disputes**

Interested Parties should consult Appendix 1 of Procedure for NATO Competitive Procurement Policy (Reference D) to learn more about applicable dispute resolution procedures.

For this RFP, complaints shall be lodged no later than 15 calendar days from the day following the date on which the down-select or contract award decision is communicated to the bidders.

**21. Communications**

All RFP-related communication between a Prospective Bidder and HQ SACT will be directed to the nominated HQ SACT Contracting Officer. Designated contracting staff will be assisting the HQ SACT Contracting Officer in the administrative process. There shall be no contact with other HQ SACT personnel regarding this RFP outside of structured and monitored Sprint activities.

Questions or clarifications required in between Sprint events shall be submitted in writing to the HQ SACT Contracting Officer and administrative staff only. Direct communication with technical team members and stakeholders shall be grounds for exclusion. Such adherence shall ensure Fair and Open Competition with equal consideration and competitive footing leveraged to all interested parties.

**22. Points of Contact**

**(PLEASE INCLUDE ALL THREE BELOW ON ALL CORRESPONDENCE)**

Tonya Bonilla, ACT Contracting Officer, 757-747-3575, [tonya.bonilla@nato.int](mailto:tonya.bonilla@nato.int)  
Louise Syms, ACT Contract Specialist, 757-747-3788, [louise.syms@nato.int](mailto:louise.syms@nato.int)  
Inga Love, ACT Contractor, 757-747-4231, [inga.love@nato.int](mailto:inga.love@nato.int)

**Enclosures:**

1. Proposal Content / Checklist
2. Compliance Statement
3. Past Performance Information Form
4. Sprint 1 Instructions
5. Sprint 2-4 Instructions
6. Mandatory Price Proposal Template
7. Security Aspects Letter - Sample
8. Facilities Security Clearance (FSC) Data Sheet

**Annexes:**

- A: Statement of Objectives (SOO)
- B: Terms, Definitions, Abbreviations and Acronyms
- C: Evaluation Criteria Matrix for Sprint 1

**References:**

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RFP-ACT-SACT-26-17

A	PO(2025)0198 - Procurement Policy for NATO Common Funding, Dated 22 July 2025
B	AC/4-D(2025)0008 BC-D(2025)0127 Procedure for NATO Competitive Procurement, Dated 23 July 2025
C	NATO Architecture Framework (NAF) Website URL: <a href="https://www.nato.int/en/about-us/organization/nato-structure/digital-policy-committee-dpc/nato-architecture-framework-version-4">https://www.nato.int/en/about-us/organization/nato-structure/digital-policy-committee-dpc/nato-architecture-framework-version-4</a>
D	NATO Competitive Procurement Policy: <a href="https://www.nato.int/content/dam/nato/webready/documents/finance/procurementprocedure_en.pdf">https://www.nato.int/content/dam/nato/webready/documents/finance/procurementprocedure_en.pdf</a>

**Enclosure 1: Proposal Content / Checklist**

**PROPOSAL CONTENT / CHECKLIST**

Table of Contents

- Bidder's name, address, POC, Contact numbers, email address.
- Compliance Statement
- Past Performance Information Form and References
- Technical Proposal
- Price Proposal

**Enclosure 2: Compliance Statement**

**COMPLIANCE STATEMENT TO RFP-ACT-SACT-26-17**

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

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

(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 RFP 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 two examples of relevant past performance. Company should be clear how it meets 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 SOO. 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: Sprint 1 Instructions**

### **Bidder Instructions:**

### **Technical Proposal:**

Per RFP Section 11, the Technical Proposal Shall include the following documents, in this order:

1. A Cover Sheet for the entire proposal to include the following information:
  - a. Bidding Company's Full Name
  - b. Address
  - c. Point(s) of Contact, Telephone, Email
  - d. Internet Site
2. Completed & Signed Enclosure 1 – Proposal Content/Checklist
3. Completed & Signed Enclosure 2 – Compliance Statement
4. Completed & Signed Enclosure 3 – Past Performance Reference One
5. Completed & Signed Enclosure 3 – Past Performance Reference Two
6. Completed & Signed Enclosure 8 – Facilities Security Clearance Details
7. Technical Proposal
  - a. The approach/methodology and technical understanding of the NexGen M&S capability requirements focused on four application areas, five domains, three dimensions, and the common synthetic environment per SOO Section 4.1 – 4.4 (Annex A).
  - b. General System Architecture per SOO Section 6.4.
  - c. Data Management Framework SOO Section 5.4 and its subsections.
  - d. Internal Cybersecurity Process per SOO Section 6.2.
  - e. Verification, Validation & Acceptance (VV&A) and Conceptual Model per SOO Section 5.5.

The total page count of the Proposal shall not exceed one hundred and fifty (150) pages. This page count does not include the cover page, nor the table of contents. All pages after the one hundred and fiftieth (150<sup>th</sup>) page will not be reviewed nor evaluated as part of the bidder's proposal. The Proposal shall be formatted using a minimum of 12-point font, single-spaced, standard one-inch margins, and include page numbers. The Proposal shall be submitted via email as a signed pdf document to:

**[hqsact.techproposal@nato.int](mailto:hqsact.techproposal@nato.int)**

The file naming structure shall follow the below format:

RFP-ACT-SACT-26-17 Tech\_ABC Inc.

### **Price Proposal:**

For the purposes of Sprint 1, initial down-selection of proposals, Bidders shall complete Enclosure 6 – Mandatory Price Proposal, that is considered an *estimate* based on the information known at the time of proposal submission. Price Proposals are to be

submitted via email and must contain signatures of duly empowered bidder's representatives or included separately as a signed pdf document to:

**hqsact.priceproposal@nato.int**

The file naming structure shall follow the below format:

RFP-ACT-SACT-26-17 Price\_ABC Inc.

**Prices Shall be in EURO currency.** (However, an alternate currency based on agreed conversion rate, may be requested as payment post award).

---

## **Enclosure 5: Sprint 2-4 Instructions**

Please Note:

- a) The instructions provided for Sprints 2, 3, and 4 are intended for the Bidders participating in each respective sprint. As such, the instructions included in this RFP are for planning purposes only. HQ SACT reserves the right to amend, update, and revise those instructions in accordance with and within the parameters of Agile Procurement.
- b) Each sprint will have its own set of evaluation criteria, which will be shared with the Bidders selected to participate in that sprint during AP process.
- c) Any additional guidance, clarifications, or supporting instructions necessary for the execution of a specific sprint will likewise be distributed solely to the participating Bidders.
- d) Bidders shall prepare the deliverables defined in the relevant sections of SOO and brief to HQ SACT personnel per sprint instructions.
- e) Bidder performance during the sprints shall be taken into consideration as part of the overall evaluation process.
- f) Bidders shall provide all required information, documentation, and supporting materials to enable the effective evaluation and assessment.
- g) HQ SACT may request additional information, documents, reports or supporting evidence as necessary for sprint evaluations.

### **1. Sprint 2 Instructions**

- a) Sprint 2 begins with a virtual Kick-off Meeting led by NATO ACT describing the NexGen M&S requirements, explaining the AP process, and introducing the CAC members. The Kick-off Meeting will initiate a structured technical collaboration with the down-selected Bidders to demonstrate how their capabilities address the NexGen M&S requirements listed in Appendix 1, and the Bidders selected to participate in Sprint 2 will be provided with the scenario content and the associated evaluation criteria to be applied during Sprint 2.
- b) The detailed content for Sprint 2 is described in Section 15.

## 2. Sprint 3 Instructions

- a) Bidders shall submit following items at the beginning of the Sprint 3 and brief HQ SACT for feedback on the development of their BAFO package:
  - 1. Fielding Plan
  - 2. Training Plan
  - 3. Contractor-proposed Programme Team Details
  - 4. On-site/Off-site Support Plan
  - 5. Data Management Framework
  - 6. Accreditation Self-Assessment Report
  - 7. Cybersecurity Self-Assessment Report
  - 8. NATO C3 Policy Compliance Results
  - 9. NAF v4 Compatible Architecture Artifacts
- b) The detailed content for Sprint 3 is described in Section 15.
- c) Each Bidder participating in Sprint 3 will submit an updated price proposal.

## 3. Sprint 4 and BAFO Instructions

- a) After conclusion of Sprint 4 demonstrations, Bidders will have time to finalize and submit their BAFO based on the finalized SOW, which has been updated throughout the sprints to reflect clarified requirements, ensuring clarifications discussed throughout the AP sprints are addressed.
- b) Bidders should ensure the BAFO includes **revised**:
  - 1. Price Proposal
  - 2. Technical Proposal
  - 3. Fielding Plan
  - 4. Training Plan
  - 5. Contractor-proposed Programme Team Details
  - 6. On-site/Off-site Support
  - 7. Data Management Framework
  - 8. Conceptual Model and VV&A Methodology
  - 9. Security Accreditation Package
  - 10. NATO C3 Policy Compliance Results
  - 11. NAF v4 Compatible Architecture Artifacts
- c) The detailed content for Sprint 4 is described in Section 15.

## Enclosure 6: Mandatory Price Proposal Template

(Submit as signed PDF and Excel Workbook)

Request for Proposal: Price Proposal: Sprint 1 – Initial Down-select

SUBJECT: RFP-ACT-SACT-26-17

Please find on behalf of (*Insert: Company Name*) to provide HQ SACT with Next Generation Modelling & Simulation Software as a Service (NexGen M&S MSaaS) (collectively referred to as 'Items'), subject to provisions, terms, and conditions stated in RFP-ACT-SACT-26-17 and the (*Insert: Company Name*) Technical Proposal, submitted in accordance with solicitation provisions.

PBS Ref	Price Element	Qty	Price (EUR)	Total (EUR)
1	Project Management & Governance			
2	System Engineering & Architecture			
3	Software Licenses (COTS)			
4	Data Management Framework			
5	Software Customization / Configuration			
6	Interoperability & Tool Integration			
7	Verification, Validation & Acceptance (VV&A)			
8	Cybersecurity, Accreditation and Compliance			
9	Test, Demonstration & Acceptance			
10	Documentation & Training			
11	Deployment & In-Service Support			
12	Operational & Maintenance Costs			
13	Capability Management Office Support			
14	Travel			
15*	...			

\*: Additional cost elements can be added at the end of the table

## Enclosure 7: Security Aspects Letter – Sample



HQ Supreme Allied Commander Transformation  
Purchasing and Contracting Section  
Office of Budget and Finance  
Norfolk, Virginia | USA



1 April 2026

From: HQ SUPREME ALLIED COMMANDER TRANSFORMATION HEAD OF CONTRACTS

7857 Blandy Road, Suite 100

Norfolk, VA 23551-2490

Subject: RFP-ACT-SACT-26-17 NATO SECURITY ASPECTS LETTER

Reference: A) AC/35-D/2003-REV5 – Directive on Classified Project and Industrial Security

To whom it may concern,

In the performance of subject contract, the prime Contractor and any Sub-contractor(s) are required to comply with NATO security regulations as implemented by the National Security Agency/Defense Counterintelligence Security Agency (NSA/DCSA) of the nation in which the work is performed or in the contracts involving NATO RESTRICTED (NR) information or above as established in the Contract Security Clause.

All classified information and material shall be protected in accordance with the requirements established by the NSA/DCSA of the nation in which the work is performed or in the case of NR information or above as may also be established in the Contract Security Clause.

In particular, the Contractor shall:

- Appoint an officer to be responsible for supervising and directing security measures in relation to the Request for Proposals (RFP), contract or sub-contract;
- Submit in due time to the NSA/DCSA the personal particulars of the person the contractor wishes to employ on the project with his/her Personnel Security Clearance (PSC) at the required level where NATO CONFIDENTIAL (NC) and above is involved;

- Maintain, preferably through this officer responsible for security measures, a continuing relationship with the NSA/DCSA and /or the Contracting Authority in order to ensure that all NATO classified information involved in the bid, contract or sub-contract is properly safeguarded;
- Limit the copying of any classified materiel (including documents) to the absolute minimum to perform the contract;
- Supply the NSA/DCSA, when so requested by the latter, with any information on the persons who will be required to have access to NATO classified information;
- Maintain a record of employees taking part in the project and who have been cleared for access to NATO classified information. This record must show the period of validity and the level of the clearances;
- Deny access to NATO classified information to any persons other than those authorised to have access by the NSA/DCSA or in the case of NR information as determined by the need-to-know;
- Limit the dissemination of NATO classified information to the smallest number of persons as is consistent with the proper execution of the contract or sub- contract.
- Comply with any request that persons to be entrusted with NATO classified information sign a statement undertaking to safeguard that information and signifying their understanding of their obligations under national legislation on the safeguarding of classified information, and that they recognise that they may have comparable obligations under the laws of the other NATO nations in which they may have access to classified information;
- Report to Security Officer and to the appropriate NSA/DCSA any breaches or suspected breaches of security, suspected sabotage or subversive activity, any breach giving rise to doubts as to the trustworthiness of an employee, any changes in the ownership, supervisory or managerial staff of the facility or any changes that affect the security arrangements and security status of the facility, and any other information which may be required by the NSA/DCSA, such as reports on holdings of NATO classified information or materiel;
- Obtain written authorisation of programme/project office and NSA/DCSA before beginning negotiations with a view to sub-contracting any part of the work which would involve the Sub-contractor having possible access to NATO classified information, and to place the Sub-contractor under appropriate security obligations which in no case may be less stringent than those provided for by contract;
- Undertake not to utilise, other than for the specific purpose of the bid, contract or sub-contract, without the written permission of the programme/project office or the prime Contractor, any NATO classified information supplied, and return to the programme/project office all classified information referred to above, as well as

- that developed in connection with the contract or sub-contract unless such information has been destroyed, or its retention has been duly authorised by the contracting office or the sub-contracting officer. Such NATO classified information shall be returned at such time as the contracting office may direct; and
- Comply with any procedure established with respect to the dissemination of NATO classified information in connection with the contract or sub-contract.
  - Any person taking part in the performance of work of classified parts of which are to be safeguarded, must possess the appropriate NATO security clearance issued by his NSA/DCSA. The level of this clearance must be at least equal to the security category of the materiel, the related information or specifications where NC or above is involved.
  - Unless specifically authorised to do so by the programme/project office, the Contractor may not pass on any NATO classified information to any third party to whom a request to supply goods or services has been submitted.
  - No change in level of classification or de-classification of documentation or materiel may be carried out unless written authority in this respect is obtained from programme/project office.
  - No Communication and Information Systems (CIS) may be used for processing classified information without prior accreditation by the responsible authorities. At the level of NR, such accreditation can be under delegated authority of the responsible accreditation authority or the contracting authority in accordance with the Contract Security Clause (Annex 4) of reference A).

Failure to implement these provisions and the security regulations established by the NSA of the nation where the contractual work is being performed may result in termination of this contract without reimbursement to the Contractor or claim against NATO, programme/project office or the national government of the said nation.

The programme/project office security classification check list indicates the degree of classification of the data and materiel (equipment, information, technical manuals, specifications) which may be handled in the performance of work under this contract, and which must be safeguarded in accordance with the provisions of this letter.

The contractor shall destroy or return any classified information provided or generated under the contract unless the contracting authority has given written approval to retain such classified information, e.g. for warranty purposes.

The Contractor shall be required to acknowledge receipt of an accompanying Security Aspects Letter (SAL) or Program security Instruction (PSI) that is made part of the applicable contract bidding documents and confirm that it understands the security aspects defined. With respect to contracts involving only NR information the Contractor shall also be required to confirm that it will comply with the provisions of the Contract

Security Clause and specifically that any company CIS used to handle or process NR classified information or above has been appropriately security accredited.

TONYA BONILLA

HQ SACT Contracting Officer

CONTRACTOR ACKNOWLEDGEMENT

The Contractor acknowledges receipt of this Security Aspects Letter that is made part of the applicable contracts and confirm that it understands and will comply with the security aspects defined. The Contractor further acknowledges that it will comply with the provisions of the Contract Security Clause, specifically any contractor CIS used to handle or process NR classified information has been appropriately security accredited.

Company:

---

Contractor's Facility:

---

Security Officer's Name (print):

---

Security Officer's Signature:

---

Date:

---

**Enclosure 8 Facilities Security Clearance Details**

Facilities Security Clearance Information

Please initial appropriate boxes

**This information will be used to seek validation from the appropriate NSA/DSA – Self Certification will not be accepted.**

<input type="checkbox"/>	I confirm that [company name] holds a Facilities Security Clearance at the appropriate level.
<input type="checkbox"/>	I confirm that [company name] does NOT currently hold a Facilities Security Clearance at the appropriate level and will initiate this process immediately if down selected to Sprint 2.
Facilities Security Officer (FSO) Name: Title: E-mail Address: Phone Number: Company NSA/DSA [nation]	

**Add more as appropriate/necessary**

<input type="checkbox"/>	I confirm that the proposed company is a subcontractor /partner and that this subcontractor / partner holds a Facilities Security Clearance at the appropriate level.
<input type="checkbox"/>	I confirm that [company name] does NOT currently hold a Facilities Security Clearance at the appropriate level and will initiate this process immediately if down selected to Sprint 2
Subcontractor Company Facilities Security Officer (FSO) Name: Title: E-mail Address: Phone Number: Company NSA/DSA [nation]	

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**ANNEX A: STATEMENT OF OBJECTIVES FOR NEXGEN M&S**



**Statement of Objectives  
For  
Next Generation of Modelling and Simulation  
(NexGen M&S)**

**Version 1.0  
April 2026**

**HEADQUARTERS SUPREME ALLIED COMMANDER  
TRANSFORMATION**

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## 1. Introduction

The North Atlantic Treaty Organization (NATO), through Allied Command Transformation (ACT) as the designated host nation, is undertaking the **Next Generation Modelling & Simulation (NexGen M&S) Programme** to modernize NATO's modelling and simulation capabilities in support of Alliance defence planning, operational analysis, wargaming/experimentation, and training. This programme is a core enabler of NATO's digital transformation and Multi-Domain Operations (MDO) agenda, ensuring that NATO remains capable of addressing an increasingly complex and contested security environment.

The NexGen M&S Programme aims to transition NATO from a collection of stove-piped, application-centric simulation tools toward a **coherent, modular, interoperable, and data-centric M&S ecosystem**. This ecosystem must support multiple application areas across the air, land, maritime, space, cyber domains, and physical, virtual and cognitive dimensions, and at multiple levels of classification.

NexGen M&S solution shall support four major application areas: Computer Assisted Exercises (CAX), Operations Planning, Operational Analysis and Strategic Studies and Computer Assisted Wargames (CAW). NexGen M&S must be delivered faster at the point of need while still maintaining a reasonable and responsible capability.

To achieve these objectives, NATO ACT seeks industry solutions that leverage **open architectures, NATO-agreed standards, composable M&S services, and robust data management practices**, enabling rapid adaptation, scalability, and long-term sustainability. The NexGen M&S Programme will be delivered incrementally, allowing NATO to field an initial operational capability while continuing to enhance and evolve capabilities in response to emerging operational requirements, technological advances, and lessons learned from current and future conflicts.

## 2. Background

The Military Committee (MC) tasked the Strategic Command (SC), with HQ SACT in the lead, to present plans to develop the NATO Next Generation Modelling and Simulation (NexGen M&S) Capability Programme in response to the lack of in-house simulation capabilities. NATO's current simulation capability is outsourced using national simulations. As such, simulation outputs are not available, preventing comprehensive review and analysis of completed simulation sets. As a result, NATO lacks the ability to determine more effective, efficient, and strategic operational planning for the future.

The NATO 2030 Agenda provides further context for NexGen M&S due to the demand for a periodic wargaming and net assessment capability. This context complements the Military Committee's (MC) tasking of the Strategic Commands to develop a complementary wargaming and analysis capability that will align with NexGen M&S. Furthermore, NATO 2030 calls for "more innovative and interactive debate formats and scenario-based discussion and forecasting, employing modern visualisation technology,

[and] modelling and simulation tools.” These tools will operationalize the NATO 2022 Strategic Concept’s call for “strengthened NATO exercise and training programmes.”

The capability will be developed in accordance with the NATO Defence Planning Process (NDPP), starting with an Operational Requirements Statement (ORS), leading to a Capability Requirements Brief (CRB), and resulting in a Capability Programme Plan (CPP) to enable governance approval, resourcing, and delivery. Multiple stakeholder engagements and a Request for Information (RFI) was issued to industry, academia, and nations to gather requirements needed for an in-house simulation capability. The ORS was approved in November 2022, followed by an approved CRB in October 2023.

NATO Industry Advisory Group (NIAG) was funded in the summer of 2023 to explore state-of-the-art technologies and related capabilities for modular architectures, data-centric approaches, web-enabled access to a Common Synthetic Environment. Additionally, two major events were planned and executed, a Wargaming Proof of Concept, and a Multi-Domain Operations (MDO) Common Synthetic Environment Demonstration from industry partners. The NIAG study, proof of concept, and demonstration convinced NATO ACT that commercial solutions are readily available from industry.

The Capability Programme Plan (CPP) was approved in the Investment Committee (IC) by the nations in July 2025, designating HQ SACT as the Host Nation to lead the AP process in search of a solution that will satisfy the requirements for a NATO in-house simulation capability.

### 3. Scope

The scope of this Statement of Objectives (SOO) encompasses the provision of modelling and simulation capabilities, enabling technologies, integration services, and lifecycle support to establish and evolve the NexGen M&S ecosystem that meets NATO operational needs and architectural principles.

#### Capability Objectives

The NexGen M&S solution shall support, at a minimum, the following high-level objectives:

- Enable **multi-domain, multi-echelon modelling and simulation** for NATO planning, training, wargaming, and operational analysis activities.
- Support **composable and modular simulation architectures** that allow rapid configuration of scenarios, models, and tools for different use cases.
- Ensure **interoperability** using open/industry standards.
- Provide a **data-centric foundation** that enables consistent use, reuse, governance, and traceability of data across applications and mission areas.
- Facilitate **incremental capability delivery, scalability, and technology** refresh over the programme lifecycle.

### **Functional Scope**

The functional scope includes, but is not limited to:

- Modelling and simulation software and frameworks supporting:
- Computer Assisted Exercises
- Operations Planning
- Operational Analysis and Strategic Studies
- Computer Assisted Wargaming
- Tools and services for scenario generation, terrain and environment representation, force and system modelling, and effects modelling.
- Data management system, including data ingestion, curation, mediation, versioning, and governance.
- Interfaces and services to support Modelling and Simulation as a Service (MSaaS).
- Visualization, user interaction, and analysis tools appropriate to different user communities and security levels.

### **Technical and Architectural Scope**

The NexGen M&S solution shall align with NATO's architectural principles to include:

- Use of open/industry standards and interfaces (e.g., NATO M&S standards, data schemas, and service-oriented or API-based integration).
- Support for execution, both local and distributed, including a closed network, on-premises (private) cloud, NATO approved cloud and/or hybrid environments.
- Consideration of cybersecurity, information assurance, and accreditation requirements appropriate for NATO operational use.
- Mechanisms to support verification, validation, and acceptance (VV&A) of models, simulations, and data. Bidders must describe the conceptual model, and VV&A methodology.

### **Services and Support**

Service and Support include:

- Systems engineering, integration, and configuration management.
- Testing, experimentation, and demonstration support.
- Documentation, training, and knowledge transfer for NATO personnel to use the capability for multiple purposes.
- Sustainment, maintenance, and technical support throughout the contract period.

## **4. Capability Requirements**

The NexGen M&S solution shall, at a minimum, comply with the requirements set forth in the following sections, including but not limited to the defined Capability Requirements (CR), General Simulation Requirements (GSR), Programme Integration Requirements (PIR) and Non-Functional Requirements (NFR) The requirements and their corresponding sub-requirements are detailed in Appendix 1.

#### 4.1. Capability Requirements

ID	Focus	Requirements Statement
CR 1	<b>Computer-Assisted Exercises</b>	NexGen M&S shall provide capabilities to support simulation-related development and execution activities <sup>1</sup> for computer-assisted exercises  1 - Aligned with current processes performed in JWC and JFTC and described in documentation such as the Bi-Sc CT&E Directive 075-003, JWC SOP 800 Exercise Planning
CR 2	<b>Operational Planning</b>	NexGen M&S shall provide simulation capabilities to support operational planning
CR 3	<b>Operational Analysis and Strategic Studies</b>	NexGen M&S shall provide capabilities to support operational analysis and strategic studies
CR 4	<b>Computer-Assisted Wargames</b>	NexGen M&S shall provide capabilities to support wargame activities <sup>1</sup> and computer-assisted wargames  1 - Aligned with wargaming process defined by Experimentation and Wargaming Branch at HQ SACT and modelled by the NexGen M&S architecture

#### 4.2. General Simulation Requirements

ID	Focus	Requirements Statement
GSR 1	<b>Integrated Planning and Execution</b>	NexGen M&S shall enable integrated planning and simulation capability
GSR 2	<b>Simulation preparation</b>	NexGen M&S shall provide capabilities for users to conduct tasks to prepare simulations
GSR 3	<b>Simulation execution</b>	NexGen M&S shall provide capabilities for users to control and execute simulations.
GSR 4	<b>Process simulation outputs</b>	NexGen M&S shall provide capabilities to collect, process, and visualize simulation outputs during and after execution.

<b>GSR 5</b>	<b>Simulation Capability</b>	NexGen M&S shall provide simulation capability(ies) that can support several application areas <sup>1</sup> .  1 - computer-assisted exercises, computer-assisted wargaming, operational analysis, operations planning
<b>GSR 6</b>	<b>Data</b>	NexGen M&S shall enable the ability to import, process, and make data available for simulation and analysis.

#### 4.3. Programme Integration Requirements

<b>ID</b>	<b>Focus</b>	<b>Requirements Statement</b>
<b>PIR 1</b>	<b>Programme interoperability</b>	NexGen M&S services shall be interoperable with other services related / dependent NATO capability programmes.

#### 4.4. Non-Functional Requirements

<b>ID</b>	<b>Focus</b>	<b>Requirements Statement</b>
<b>NFR 1</b>	<b>Usability</b>	NexGen M&S applications shall provide an intuitive and user-friendly interface that enables users with varying levels of expertise to efficiently perform their tasks with minimal training and without undue operational complexity. NexGen M&S applications shall have similar styling and look-and-feel.
<b>NFR 2</b>	<b>Scalability</b>	NexGen M&S shall be scalable to support increasing/decreasing numbers of users, data volumes, and simulation complexity without degradation of performance or availability. NexGen M&S should allow simulation environments to be deployable agnostic of the host environment.

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NFR 3	<b>Modularity</b>	NexGen M&S shall be designed as a modular and extensible modelling and simulation environment that enables the independent development, integration, replacement, and evolution of system components, applications, services, and models without adverse impact on overall system operation. The system shall support the efficient integration of new capabilities and services with a reasonable level of effort, while promoting openness through the use of open modelling standards to ensure compatibility, reuse, and long-term adaptability. NexGen M&S shall enable interoperability and coupling between applications and services through standardized interfaces and shall align with NATO Modelling and Simulation principles, including the concepts defined in the Modelling and Simulation as a Service (MSaaS) Technical Reference Architecture and MSG-195.
NFR 4	<b>Security</b>	NexGen M&S shall be deployable on NATO Unclassified (NU), NATO Secret (NS), and Mission Secret (MS) networks and shall implement robust security controls, including role- and permission-based access control, authentication, authorization, encryption, and auditing mechanisms, to protect data, services, and interfaces against unauthorized access and to ensure compliance with applicable NATO security policies and standards.
NFR 5	<b>Accessibility &amp; Availability</b>	NexGen M&S shall be primarily web-enabled and remotely accessible from NATO networks, providing required capabilities within applicable operational time constraints. The system shall provide a high level of operational availability to support continuous use during scheduled mission-critical simulation activities, excluding pre-approved maintenance periods.
NFR 6	<b>Compliance</b>	NexGen M&S shall be compliant with relevant NATO regulatory requirements.
NFR 7	<b>Efficiency</b>	The NexGen M&S applications shall enable regular users to efficiently complete their simulation-related activities using an expected and reasonable level of resources, including time and procedural steps, without unnecessary complexity or overhead.

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<b>NFR 8</b>	<b>Model Reuse</b>	NexGen M&S shall support the reuse of models by enabling users and model providers to create, manage, and publish descriptive information (metadata) associated with models in a repository accessible to the simulation user community, and shall provide capabilities to discover and search published models based on their descriptive information.
<b>NFR 9</b>	<b>Interoperability</b>	The NexGen M&S system shall be interoperable with required NATO systems, including NATO Command Structure systems and NATO-inventory Command and Control (C2) systems used by NATO bodies, and shall support standardized interfaces, data exchange mechanisms, and interoperability profiles to enable seamless integration and information sharing.
<b>NFR 10</b>	<b>Maintainability and Supportability</b>	The system shall be designed to be maintainable and supportable, enabling efficient fault diagnosis, maintenance, configuration management, and updates, while supporting timely Contractor and organizational support to ensure sustained operational availability.

## 5. Programme Management

Programme Management is defined as the set of functions required immediately following the AP contract award for NexGen M&S implementation starting with Initial Operating Capability (IOC) and progressing to Full Operational Capability (FOC). The support shall include testing and validation, NATO support staff training, operational support components, and lifecycle sustainment functions required to complete the integration, execution, and long-term support of the capability. The Programme Management Support ensures the NexGen M&S capability solution is successfully onboarded and implemented within NATO's projected milestones. Those support functions include, but are not limited to:

- Fielding
- User Training
- CMO Support
- On-Site /Off-Site (helpdesk) Support
- Data Management Framework
- VV&A
- Cybersecurity
- Accreditation

### 5.1. Training Requirements

The Contractor shall provide role-based user training for the NexGen M&S system to NATO support personnel (military, civilian, and Contractor staff). Training locations include ACT, designated NATO training centres (JWC and JFTC), Allied Command Operations, the Modelling & Simulation Centre of Excellence, and other NATO locations as specified by the Contracting Authority within agreed travel limits.

The training shall support effective deployment of the system and enable NATO personnel to acquire the knowledge and skills necessary to operate and maintain the system.

The Contractor shall provide a Training Plan describing, but not limited by, the scope, schedule, delivery methodology, training materials, and required resources.

***The training program shall include, but is not limited to, the following components:***

- a) **On-Site Classroom Training:** Structured instructor-led sessions conducted at designated NATO locations to ensure hands-on learning and practical experience with the capability.
- b) **Online Training:** Remote, interactive sessions providing flexibility and accessibility for participants unable to attend on-site classes.
- c) **Operator and Technical Training:** Training on scenario development, exercise execution, wargaming and analysis technical setup, wargaming and adjudication methods, database building and refinement, and troubleshooting.
- d) **Training Materials:** Comprehensive documentation and resources to support learning, including printed manuals, digital guides, integrated help functionality, and reference materials.
- e) **Training Videos and NATO Joint Advanced Distributed Learning (JADL) Courses:** Pre-recorded instructional videos covering key processes, system functionalities, and best practices, as well as tailored courses to support effective system adoption and proficiency.
- f) **Train the Trainer:** The Contractor shall provide a "train the trainer" program to ensure that designated personnel are fully qualified to deliver subsequent user training, including instruction on system operation, exercise execution, troubleshooting, and the use of all training materials and tools.

The detailed training requirements will be progressively defined during the Agile Procurement process in close coordination with NATO stakeholders and end users. As the requirements are clarified and agreed during the sprints, they will be formally incorporated into the Statement of Work (SOW).

### 5.2. Capability Management Office (CMO) Support

The Contractor shall work seamlessly with the Capability Management Office (CMO) by assigning a dedicated liaison personnel, responsible for coordinating all activities between NexGen M&S management, system users, and the Contractor Programme Team. The assigned liaison personnel shall serve as the primary point of contact

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throughout the contract lifecycle, overseeing communication, facilitating effective collaboration, and ensuring that all integration requirements are identified, addressed, and fulfilled in a timely and efficient manner.

The Contractor Programme Team shall be responsible for managing project schedules, tracking deliverables, resolving issues and conflicts, and aligning contractor activities with NATO organizational objectives and operational priorities. The Contractor shall also ensure proper documentation of decisions, actions, follow-ups, and coordinate with relevant stakeholders to guarantee the smooth delivery of the system, associated services, and any updates or enhancements.

The Contractor's Programme Team shall collectively demonstrate, at a minimum, substantive competency and applied experience across the following areas:

- Programme and Contract Leadership
- Forward Technical Representation
- Modelling and Simulation Domain Expertise
- Verification, Validation, and Accreditation (VV&A)
- Data Management
- Cybersecurity and Network Engineering
- Systems Integration
- Emerging and Disruptive Technologies

The Contractor shall ensure continuity of the competencies listed above throughout the contract period and shall notify the CMO of any proposed changes to personnel fulfilling these responsibilities, subject to NATO approval prior to any substitution taking effect.

### **5.3. On-Site and Off-Site Support**

The Contractor shall provide on-site support for Event preparation and execution to ensure the successful operation and availability of the system. Support includes but not limited to assisting with training, troubleshooting, and resolving any technical issues to enable seamless use of the system during critical activities.

The Contractor shall work in collaboration with NATO personnel to observe system performance in real-time, gather insights on user experience, and identify potential areas for improvement or enhancements to better meet operational requirements. The Contractor proactive involvement will ensure the system's reliability and adaptability to evolving NATO needs.

The Contractor shall provide off-site (help desk) support to ensure the effective operation and availability of the system. This includes assisting with troubleshooting and resolving any technical issues to regarding the use of the system.

The detailed on-site/off-site support requirements will be progressively defined during the Agile Procurement process in close coordination with NATO stakeholders and end users.

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As the requirements are clarified and agreed during the sprints, they will be formally incorporated into the Statement of Work (SOW).

**5.4. Data Management Framework**

The capability solution shall incorporate the below identified data categories for the provision, integration, curation, and sustainment for the M&S capabilities. The intent is to ensure **credible, repeatable, interoperable, explainable and auditable simulation outcomes** across operational analysis, wargaming, experimentation, and training use cases.

These requirements apply to all data used by the capability, including:

- Contractor-provided data
- Government-furnished data (GFD)
- Commercial or open-source data
- Derived or synthesized data
- Scenario-specific data generated during execution

The capability shall support **multi-domain operations** (Land, Maritime, Air, Space, Cyber) incorporating the **Joint functions** (command and control, intelligence, manoeuvre, fires, sustainment, and force protection) and three dimensions (physical, virtual, and cognitive) while enabling integration with external simulations where required.

**5.4.1 Data Categories**

Category	Description	Note
<b>Force Structure &amp; Order of Battle (ORBAT)</b>	<ul style="list-style-type: none"> <li>• Unit hierarchy and echelon representation</li> <li>• Personnel strength, readiness, and attrition states</li> <li>• Platform and system characteristics</li> <li>• Command relationships and task organization</li> <li>• Temporal force posture changes</li> </ul>	Modular, scenario configurable, time-phased
<b>Weapons, Sensors &amp; Effects</b>	<ul style="list-style-type: none"> <li>• Probability-based lethality and detection models</li> <li>• Engagement envelopes and fire control constraints</li> <li>• Damage, degradation, and recovery effects</li> <li>• Cyber and electromagnetic effects (where applicable)</li> <li>• Effects data shall include assumption documentation and confidence ranges</li> </ul>	Kinetic and non-kinetic combat effects
<b>Target Entity Definition</b>	<ul style="list-style-type: none"> <li>• Target type classification (e.g., fixed, mobile, relocatable)</li> </ul>	Distinct objects from platforms and units

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	<ul style="list-style-type: none"> <li>• Functional role (e.g., C2, ISR, logistics, manoeuvre, infrastructure)</li> <li>• Physical characteristics (size, hardness, mobility)</li> <li>• Signature attributes (visual, thermal, electromagnetic, cyber)</li> <li>• Target location accuracy and uncertainty</li> </ul>	and supports dynamic state changes.
<b>Environment &amp; Terrain</b>	<ul style="list-style-type: none"> <li>• Terrain elevation, surface type, and urban features</li> <li>• Maritime bathymetry and sea state</li> <li>• Atmospheric and weather effects</li> <li>• Space and cyber operating environments, as applicable</li> </ul>	Environmental data resolution shall be explicitly documented and selectable to match model fidelity.
<b>Doctrine, Behaviour &amp; Decision Logic</b>	<ul style="list-style-type: none"> <li>• Doctrinal rules and engagement logic</li> <li>• Tactical behaviours and decision thresholds</li> <li>• AI agent or rule-based behaviour parameters</li> <li>• Adaptation and learning (if supported)</li> </ul>	Behaviour models shall be configurable and inspectable by authorized users.
<b>Sustainment &amp; Logistics</b>	<ul style="list-style-type: none"> <li>• Consumption rates (fuel, munitions, spares)</li> <li>• Transportation and lift constraints</li> <li>• Maintenance and recovery parameters</li> <li>• Medical and casualty evacuation timelines</li> </ul>	Sustainment data shall directly influence operational outcomes and not be treated as static background assumptions.
<b>Command, Control, Communications, Computers, Intelligence, Surveillance &amp; Reconnaissance(C4ISR)</b>	<ul style="list-style-type: none"> <li>• Sensor performance and coverage</li> <li>• Network characteristics (latency, bandwidth)</li> <li>• Information fusion and dissemination timelines</li> <li>• Degradation effects (jamming, cyber disruption)</li> </ul>	The solution shall support information uncertainty and delay, not perfect knowledge.
<b>Scenario &amp; Contextual</b>	<ul style="list-style-type: none"> <li>• Political and operational objectives</li> <li>• Rules of engagement (ROE)</li> <li>• Assumptions, constraints, and limitations</li> <li>• Time-phased scenario events and triggers</li> </ul>	All assumptions shall be explicitly documented and traceable.

#### 5.4.2 Data Management & Governance

Category	Description
<b>Data Pedigree and Transparency</b>	<ul style="list-style-type: none"> <li>• Data source identification</li> <li>• Classification and releasability markings</li> <li>• Date of origin and version history</li> <li>• Known limitations and confidence levels</li> </ul>
<b>Configuration Management</b>	<ul style="list-style-type: none"> <li>• Version control for all datasets</li> <li>• Scenario-specific data baselines</li> <li>• Change tracking and rollback capability</li> </ul>
<b>Interoperability</b>	<ul style="list-style-type: none"> <li>• Support common data exchange standards (HLA, DIS, etc)</li> <li>• Enable data reuse across domains and use cases</li> <li>• Support federation with external simulations</li> </ul>
<b>Verification, Validation &amp; Acceptance (VV&amp;A)</b>	<ul style="list-style-type: none"> <li>• Document data assumptions and validation methods</li> <li>• Support sensitivity and uncertainty analysis</li> <li>• Provide artifacts required for VV&amp;A activities</li> </ul>

#### 5.4.3 Data Deliverables

The Contractor shall deliver:

- Data Dictionary and Schema Documentation
- Data Pedigree and Assumptions Report
- Scenario Data Packages
- VV&A Data Artifacts
- Data Sustainment and Update Plan

#### 5.5. Verification, Validation & Acceptance (VV&A)

The Contractor shall provide Modelling & Simulation Verification, Validation, and Acceptance (VV&A) to ensure technical correctness, analytical credibility, and formal approval of the solution for its intended use. See RFP Annex B for Terms, Definitions, Abbreviations and Acronyms for specific definitions.

VV&A activities shall include test planning, SME engagement, execution, documentation, and support to NATO customers. The Contractor shall be responsible for planning, executing, and supporting all VV&A activities for the proposed solution, under the coordination and governance of the CMO VV&A Coordinator.

All VV&A activities shall be conducted in accordance with applicable NATO standards, policies, and procedures, and shall ensure that the solution meets defined functional, performance, and operational requirements.

The Contractor shall develop and maintain VV&A documentation and test cases; address findings and deficiencies and implement corrective actions as required. The Contractor shall ensure that all necessary evidence, data, and artifacts are provided (based on the deliverables schedule) to support acceptance decisions. Successful completion of VV&A

activities will be a prerequisite for achieving FOC, and for the acceptance and operational use of the solution.

### **5.6. Fielding**

The NexGen M&S solution shall support a structured and phased fielding approach. The fielding concept shall consider all relevant software and hardware requirements, including system architecture, infrastructure dependencies, interoperability constraints, and cybersecurity considerations.

The Contractor shall ensure that the solution can be incrementally deployed, configured, and validated to achieve IOC within the agreed schedule, providing essential operational functionality while enabling progressive capability enhancement toward FOC.

The detailed fielding requirements, including specific deployment locations, infrastructure considerations, integration aspects, and scheduling, will be progressively defined during the Agile Procurement process in close coordination with NATO stakeholders and end users. As requirements and implementation details are clarified and agreed during the sprints, the corresponding tasks, deliverables, and fielding activities will be formally captured and incorporated into the Statement of Work (SOW).

The Contractor shall provide a Fielding Plan detailing, but not limited to, deployment phases, timelines, locations, hardware and software provisioning, configuration management, testing and acceptance activities, and risk mitigation measures.

Fielding Plan execution shall be coordinated with the CMO to ensure minimal operational disruption and to support the successful delivery, acceptance, and sustainment of the solution throughout its lifecycle.

## **6. Cybersecurity and Compliance Requirements**

### **6.1. Accreditation**

The Contractor shall be responsible for ensuring that the NexGen M&S capability can operate on NATO networks and shall manage the full NATO Security Accreditation process. This includes providing all information, documentation, and test results required by the NATO Security Accreditation Authority to evaluate and approval of the solution for operational use.

The accreditation of the capability shall remain the responsibility of the Contractor, including the resolution of any deficiencies and the implementation of required mitigation measures identified during the accreditation review, ensuring compliance with all applicable NATO security and policy requirements prior to deployment and operational use.

As a minimum, the Contractor shall provide following Security Accreditation Package:

- CIS Description
- Security Accreditation Plan (SAP)
- Security Risk Assessment (SRA)
- System Specific Security Requirements (SSRS)

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- Security Operating Procedures (SecOps)
- System Test and Verification Plan (STVP) and reports from execution of relevant test procedures from STVP
- System Interconnection Security Requirements (SISRS) - per each interconnection with the other CIS.

## **6.2. Cybersecurity**

The Contractor shall ensure that the capability complies with all applicable NATO cybersecurity policies, directives, and standards, including information assurance, data protection, and secure communication requirements. The Contractor shall be responsible for implementing all necessary technical and organizational security measures to protect the system, data, and interfaces from unauthorized access, cyber threats, and vulnerabilities throughout the solution lifecycle.

Deviations and/or regressions from the Contractor's Security Accreditation Package submitted will require a remediation plan that will be reviewed by the CMO and Contracting Officer which may result in an equitable adjustment benefiting NATO.

The Contractor shall also plan, conduct, and document cybersecurity testing and validation activities, including vulnerability assessments, penetration tests, and configuration audits, in accordance with NATO cybersecurity guidelines. Test results, identified deficiencies, and recommended corrective actions shall be submitted to the NATO, and the Contractor shall be responsible for implementing all required mitigations and ensuring that the solution meets the required cybersecurity standards prior to deployment. All cybersecurity activities shall be coordinated with NATO security authorities to ensure compliance, interoperability, and operational readiness.

## **6.3. C3 Compliance Requirements**

The Contractor shall ensure the capability aligns with NATO C3 Policy regarding interoperability, information assurance, and governance requirements.

NATO C3 Policy compliance shall remain the sole responsibility of the Contractor, who shall address any compliance gaps in the capability and ensure full adherence to all applicable NATO policies, directives, and standards. The latest NATO C3 Policy Compliance Checklist referenced herein is provided in Appendix 2.

The C3 compliance report shall be regularly briefed and presented to the CMO during each phase of IOC, with the final compliance status delivered in preparation for the FOC transition process.

## **6.4. Architecture**

The Contractor shall provide architectural artifacts of its capability in compliance with the NATO Architecture Framework (NAF). This shall include, but not be limited to, relevant Architecture Views (AV), Operational Views (OV), System Views (SV), and Service Views

(SOV), together with defined taxonomies, standards, interfaces, and architectural assumptions.

The Contractor shall commit to compliance with the NATO Architecture Framework (NAF) details are accessible in RFP Reference C.

The Contractor shall maintain the architectural artifacts of the capability throughout the contract period. In the event of updates or modifications to the solution that impact architectural elements, the Contractor shall update the relevant architectural artifacts accordingly. Updated architecture documentation shall be submitted to the CMO Office for review and validation.

## **7. Contractor Performance Requirements and Reporting**

The Contractor shall establish and maintain appropriate progress reporting and milestone tracking mechanisms to demonstrate advancement toward the achievement of IOC and FOC. The Contractor shall provide regular progress reports, supporting documentation, and evidence of milestone completion in accordance with the programme governance framework.

The Contractor shall keep the CMO Office informed of programme progress and shall promptly notify the CMO Office of any deviations, risks, or issues that may impact the agreed schedule, milestone achievement, or delivery of IOC and FOC.

The Contractor shall request the Contracting Officer's approval prior to subcontracting any part of the work, regardless of whether the subcontract would involve access to classified information. The Contractor shall ensure that any subcontractor is placed under security and contractual obligations no less stringent than those applicable to the Contractor under the awarded contract.

The detailed Contractor Performance Requirements and Reporting provisions will be progressively defined during the Agile Procurement. Through iterative engagements and sprint-based activities with NATO stakeholders, the applicable performance indicators, reporting structures, and monitoring arrangements will be refined to ensure alignment with evolving programme objectives, operational priorities, and programme governance requirements.

The refined performance requirements, reporting obligations, milestones, and associated deliverables shall be formally documented and incorporated into the Statement of Work (SOW).

## **8. Place of Performance**

Work under this contract will primarily be conducted at the Contractor's premises and shall include meetings with HQ SACT's Project Team in Norfolk, Virginia, United States, and designated locations as required.

## **9. Security**

All contractor, and team members, whether prime, partner or sub-contractor shall meet all identified eligibility requirements and required to have a NATO S3CRET Security Clearance as well as a Facilities Clearance of NATO S3CRET level.

All Bidders and Contractors shall be responsible for safeguarding NATO classified information, material, and equipment entrusted or generated in connection with the performance of the contract, for the duration of the contract.

**Any known or suspected breaches of security or other matters of security significance shall be reported immediately by the Bidders and Contractor to the Contracting Officer and to the National Security Authority or designated Security Agency.**

## **10. Export Control**

NATO Nations have regulations and laws applying to the export of defence-related goods/services origination from domestic commercial sources to foreign entities. Usually under those laws and regulations, NATO is considered a foreign entity. The following requirements of this SOO are provided in order to allow the Contractor the opportunity to assess the applicability of their pertinent national laws and regulations and take action, as required.

## **APPENDICES**

*\*These are included for reference purposes only in Sprint 1 of this RFP. They will be finalized and confirmed as complete during Sprints 2, 3, and 4. And provided to those Bidders down-selected for those Sprints.\**

### **APPENDIX 1. Capability Requirements**

### **APPENDIX 2. C3 Policy Compliance Checklist**

**ANNEX B: TERMS, DEFINITIONS, ABBREVIATIONS AND ACRONYMS**

**A. Terms and Definitions**

<b>Term</b>	<b>Definition</b>
<b>Best Value</b>	The forecast outcome of an acquisition that, in NATO's estimation, provides the greatest overall benefit in response to the requirement when balanced against costs.
<b>Bid</b>	The formal offer to provide goods, works, or services at a stated price under specified conditions, submitted in response to an Request for Proposal (RFP) in a competitive procurement process.
<b>Bidder</b>	The bidding entity actively participating in this competitive procurement that has completed and submitted a bid in response to this RFP. In some cases, a bidder may be a non-commercial entity.
<b>Capability</b>	The ability to create an effect through employment of an integrated set of aspects categorized as doctrine, organization, training, materiel, leadership development, personnel facilities, and interoperability.
<b>Claims</b>	A written demand or assertion by one of the contracting parties seeking, as a matter of right, the payment of money, the adjustment or interpretation of contract terms, or other relief arising under or relating to the contract.
<b>Competitive Dialogue</b>	A procurement procedure whereby the procurement authority engages in discussions with selected bidders to develop one or more suitable solutions to a problem. Through dialogue, the procurement authority's requirements and the vendors' proposed solutions are refined and adapted before the submission of final bids/proposals. This procedure is typically employed for complex procurements where innovative solutions are required.
<b>Computer Assisted Exercise (CAX)</b>	<b>Computer Assisted Exercise (CAX)</b> is an exercise using modelling and simulation technology to create a synthetic environment, identical to the real world which stimulates decision-making and follow-on command and control actions.

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<b>Common Synthetic Environment</b>	A Common Synthetic Environment is a persistent, authoritative digital environment that integrates geospatial, operational, system, and contextual data to enable interoperable modelling, simulation, analysis, training, and experimentation across multiple domains, levels of fidelity, and NATO users.
<b>Computer Assisted Wargaming (CAW)</b>	A representation of conflict or competition in a synthetic environment, in which people make decisions and respond to the adjudicated consequences of those decisions.
<b>Contract</b>	A mutually binding legal relationship obligates the vendor to provide the goods, works, or services and the customer to pay for them following delivery and acceptance.
<b>Contract Award</b>	The process of selecting and notifying a bidder that they have been formally chosen as the Contractor for a particular contract upon acceptance of their bid or proposal and culminating in the contract signature.
<b>Contract Protest</b>	A written demand or written assertion by one potential bidder against the cancellation of a solicitation or award of a contract or terms of solicitations, etc.
<b>Contract Quality Assurance (QA)</b>	The various functions, including inspection, performed by ACO/ACT HQs staff together with Purchasing & Contracting (P&C) Branch staff to determine whether a Contractor has fulfilled the contract obligations pertaining to quality and quantity.
<b>Contract Quality Requirements</b>	The technical requirements in the contract relating to the quality of the product or service and those contract clauses prescribing inspection and other quality controls incumbent on the Contractor, to assure that the product or service conforms to the contractual requirements.
<b>Contractor</b>	The bidding entity to whom the contract is awarded.
<b>Contracting Officer</b>	The designated official who executes this RFP on behalf of ACT.
<b>Contracting Officer's Technical Representative (COTR)</b>	The official who is appointed for the purpose of determining compliance of the successful bid, per the technical specifications.
<b>Dialogue</b>	Any communication between procurement authorities and bidders during the procurement process, including on the bid/proposal submitted or the solicitation documentation which must ensure fairness and transparency.
<b>Dispute</b>	A formal disagreement that arises in connection to a NATO procurement process, following the lodging of a complaint.

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<b>Eligible Vendor</b>	A vendor deemed eligible by the procurement authority to participate in a NATO procurement based on legal and regulatory competence, economic and financial standing, technical and professional capacity, and security risk.
<b>Event</b>	A structured planned activity conducted in scope of NexGen M&S, including but not limited to preparation, scenario development, simulation runs, testing, analysis, and after-action review activities and meetings in support of Computer Assisted Exercises, Operations Planning, Operational Analysis and Strategic Studies, and Computer Assisted Wargaming
<b>Interested Parties</b>	Within the context of protest procedures, any actual or prospective bidders with a direct economic interest in the procurement action relating to which a protest is filed.
<b>Logistics</b>	The planning, preparation, coordination and execution of the supply, movement, maintenance and services to support the full spectrum of operations, using military, civil and commercial resources'.
<b>Modelling &amp; Simulation as a Service (MSaaS)</b>	An enterprise-level approach for discovery, composition, execution and management of M&S services.
<b>MSaaS Ecosystem</b>	A network of organizations with MSaaS Capabilities that drives the creation, delivery and use of M&S services in NATO context.
<b>Multi-Domain Operations (MDO)</b>	The orchestration of military activities across all operational domains and environments, synchronized with non-military activities to enable the Alliance to create converging effects at the speed of relevance. MDO Domains include land, air, maritime, space, cyber.
<b>MDO Dimensions</b>	The <b>physical</b> dimension relates to the consequences on the audiences, the sub-surface, surface, airspace and space areas where all physical activities take place, and where the audience lives, including all physical objects and infrastructure that support them. The <b>cognitive</b> dimension relates to the consequences on the audience's perceptions, beliefs, interests, aims, decisions, and behaviours. It encompasses all forms of interaction between them (such as economic and political) The <b>virtual</b> dimension relates to the consequences of activity on the storage, content and transmission of analogue and digital data and information, and all supporting communication and information systems and processes.

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<p><b>MDO Domains</b></p>	<p><b>Land</b> domain. The land domain comprises capabilities and activities primarily related to operating on and directly above the Earth’s land mass, ending at the high-water mark and overlapping with the maritime domain in the landward segment of the littorals.</p> <p><b>Air</b> domain. The air domain comprises capabilities and activities primarily related to operating in the airspace that begins at the Earth’s surface (overlapping with the maritime and land domains) and extending to the altitude where atmospheric effects on airborne objects become negligible.</p> <p><b>Maritime</b> domain. The maritime domain comprises capabilities and activities primarily related to operating below on and above the surface of the oceans, seas, bays, estuaries, islands, coastal areas and at the high-water mark, overlapping with the land domain in the landward segment of the littorals.</p> <p><b>Space</b> domain. The space domain comprises activities and capabilities primarily related to operating in space, where atmospheric effects on airborne objects become negligible.</p> <p><b>Cyber</b> domain. The cyber domain comprises interdependent IT infrastructures, networks, and data.</p>
<p><b>Operating Environment</b></p>	<p>A composite of the conditions, circumstances and influences that affect the employment of capabilities and bear on the decisions of the commander</p>
<p><b>Operational Analysis and Strategic Studies</b></p>	<p>The application of scientific methods to assist executive decision-makers.</p>
<p><b>Performance Work Statement (PWS)</b></p>	<p>The requirements the Contractor must meet in terms of outcome, objective, or results. The “how” is left to the Contractor. The PWS establishes performance standards that will be used to measure whether the Contractor has complied with the objective.</p>
<p><b>Proposal</b></p>	<p>A detailed document that outlines how a vendor plans to meet specific requirements, including technical solutions, pricing, and implementation approaches, submitted in response to a Request for Proposal (RFP) in a competitive procurement process.</p>
<p><b>Scenario</b></p>	<p>The scenario is defined as the comprehensive background story describing the historical, political, military, economic, cultural, humanitarian, and legal events and circumstances that have led to the current exercise crisis or conflict, and for this purpose it is articulated and supported through operational graphics, Order of Battle, Terrain Box (Upper Right and Lower Left), and MEL/MIL.</p>

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<b>Shall</b>	In the context of this solicitation, 'shall' denotes the imperative and is an essential requirement denoting action and/or attention on the part of the bidder.
<b>Should</b>	In the context of this solicitation, 'should' denotes a recommendation, best practice, or advisory guideline rather than a strictly binding obligation.
<b>Solicitation</b>	The formal process used to request bids, proposals, or quotations from potential vendors for goods, services, or works. Solicitation documentation is the totality of documents shared by the procurement authority as part of the solicitation process.
<b>Sprint</b>	A sequential evaluation step within the Agile Procurement (AP) process, used to conduct live demonstrations, structured evaluations, and competitive dialogue with bidders in order to identify the Best Value solution.
<b>Statement of Objectives (SOO)</b>	The basic, top-level objective of the acquisition, their relative importance and key risk areas that the bidders need to address in their proposal. The successful bidder's approach shall become the PWS of the contract.
<b>Sustainment</b>	The provision of personnel, logistics, medical support, military engineering support, finance and contract support necessary for Alliance operations and missions.
<b>User</b>	The NATO entity (or element thereof) that is the beneficiary of the goods and/or services to be provided by the means of the contracts.
<b>Verification, Validation, and Acceptance</b>	<p><b>Verification</b> is the process of determining that a model or simulation implementation and its associated data accurately represent the developer's conceptual description and specifications.</p> <p><b>Validation</b> is the process of determining the degree to which a model or simulation and its associated data is an accurate representation of the real world from the perspective of the intended uses of the model or simulation.</p> <p><b>Acceptance</b> is in modelling and simulation usage, the decision to use a model or simulation and its associated data for a specific purpose.</p>
<b>Vendor</b>	The legally recognized entity that provides goods, works, or services to customers through formal business transactions and established commercial relationships.

## B. Abbreviations and Acronyms

Acronym	Definition
ACO	Allied Command Operations
ACOS	Assistant Chief of Staff
ACT	Allied Command Transformation
ACPV	Asset, Configuration and Patching for Vulnerability Management
AP	Agile Procurement
BAFO	Best and Final Offer
Bi-SC	Bi-Strategic Command (consisting of ACO & ACT)
BUDFIN	ACT Office of Budget and Finance
C3	Consultation, Command and Control
CAC	Contracts Award Committee
CAW	Computer Assisted Wargames
CAX	Computer Assisted Exercises
CIS	Computer Information Systems
CMO	Capability Management Office
CO	Contracting Officer
COTR	Contracting Officer's Technical Representative
COTS	Commercial-Off-The-Shelf
CPP	Capability Programme Plan
CRB	Capability Requirements Brief
CSE	Common Synthetic Environment
CSP	Cyber Security Processes
CTR	Contractor
DACOS	Deputy Assistant Chief of Staff
DCOS	Deputy Chief of Staff
DIMEFIL	Diplomatic, Information, Military, Economic, Financial, Intelligence, Law Enforcement
DOTMLPFI	Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities, and Interoperability
FOC	Full Operational Capability
HN	Host Nation
HQ	Headquarters
HQ SACT	Headquarters Supreme Allied Commander Transformation
HRM	Human Resources Management
IC	International Committee
IOC	Initial Operating Capability
JFTC	Joint Force Training Centre
JWC	Joint Warfare Centre
MB	Military Budget
MC	Military Committee
MDO	Multi-Domain Operations
M&S	Modelling and Simulation
MEL/MIL	Main Event List / Main Incident List
MSaaS	Modelling and Simulation as a Service
NATO	North Atlantic Treaty Organization
NAF	NATO Architecture Framework

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<b>Acronym</b>	<b>Definition</b>
NCIA	NATO Communications and Information Agency
NCS	NATO Command Structure
NDPP	NATO Defence Planning Process
NexGen M&S	Next Generation Modelling & Simulation
NIAG	NATO Industry Advisory Group
NOPO	Notice of Procurement Opportunity
NSIP	NATO Security Investment Programme
NU	NATO Unclassified
OASS	Operational Analysis and Strategic Studies
OCIO	Office of the Chief Information Officer
O&M	Operation and Maintenance
OP	Operational Planning
ORBAT	Order of Battle
PMESII	Political, Military, Economic, Social, Information, and Infrastructure
PP	Project Proposal
PPEA	Plan, Prepare, Execute, Analyse
PWS	Performance Work Statement
QA	Quality Assurance
RFI	Request for Information
RFP	Request for Proposal
ROM	Rough Order Magnitude
SACT	Supreme Allied Commander Transformation
SAP	Security Accreditation Plan
SC	Strategic Commands
SecOps	Security Operating Procedures
SISO	Simulation Interoperability Standards Organization
SISRS	System Interconnection Security Requirements
SME	Subject Matter Expert
SOO	Statement of Objective
SRA	Security Risk assessment
SSSR	System Specific Security Requirements
STVP	System Test and Verification Plan
VV&A	Verification, Validation, and Acceptance

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**ANNEX C: EVALUATION CRITERIA MATRIX FOR SPRINT 1**

**1. Compliance Matrix**

#	Item	Compliant (C), Non-Compliant (NC)
1	Company is headquartered in one of the NATO Countries with proposed key personnel that are nationals of NATO nations. Nationality must be provided and any secondary or dual citizenship clearly specified.	
2	At least two (2) submissions of directly relevant past performance experience within the last 5 years.	
3	Proposal meets all required mandatory administrative criteria	
4	Proposal scores a minimum of 60 Points in the Technical Evaluation	

**2. Technical Evaluation Criteria (A score of 0 in any criteria renders the proposal non-compliant)**

#	Item	Weight	Range	Requirement
1	Bidder has described previous experience executing wargaming, exercises, operational analysis, or operations planning (preferably for NATO or government customers) in last 5 years	4	<p>MAX Points: 4</p> <p>0 points – No previous experience</p> <p>1-2 points – One to five relevant events successfully supported</p> <p>3-4 points – Greater than 5 relevant events successfully supported</p>	CR 1, CR 2, CR 3, CR 4
2	Bidder proposed solution is web-enabled and accessible from different locations	4	<p>MAX Points: 4</p> <p>0 points – The system is not web-enabled.</p> <p>1-2 points – The system is primarily web-enabled, but select capabilities require local installation or are not fully accessible from all applicable networks.</p> <p>3-4 points – The system is fully web-enabled and remotely accessible from all applicable networks without requiring local installation or client-side dependencies.</p>	NFR 5
3	Bidder proposed solution provides details about VV&A methodology and conceptual model to ensure their capability meets defined functional, performance, and operational requirements	4	<p>MAX Points: 4</p> <p>0 points – Proposed solution does not have any explanation related to conceptual model and VV&amp;A methodology</p> <p>1-2 points – Proposed solution has little to limited explanation related to conceptual model and VV&amp;A methodology</p> <p>3-4 points – Proposed solution explains</p>	GSR 1, GSR 2, GSR3, GSR 4, GSR 5, GSR 6

4	Bidder proposed solutions capable of importing, processing, and making data available for simulation and analysis	4	in clear, sound and reasoned manner how it satisfies conceptual model and VV&A methodology requirements	GSR 2, GSR 3, GSR 4, GSR 5, GSR 6
4	MAX Points: 4 0 points – Proposed architecture explains how it is capable of satisfying less than half of requirements 1-2 points – Proposed architecture capable of satisfying the majority of requirements 3-4 points – Proposed solution explains in clear, sound and reasoned manner how it is capable of satisfying all requirements			
5	Bidder described an architecture capable of implementing the expected simulation environment. Proposed architecture realizes relevant portions of the MSaaS Technical Reference Architecture	6	MAX Points: 6 0 points – Proposed architecture capable of satisfying less than half of requirements 1-3 points – Proposed architecture explains how it is capable of satisfying the majority of requirements 4-6 points – Proposed solution explains in clear, sound and reasoned manner how it is capable of satisfying all requirements	GSR 2, GSR 3, GSR 5, NFR3

<p>6</p> <p>Bidder proposed solution capable of representing the Common Synthetic Environment.</p> <ul style="list-style-type: none"> <li>- <b>Terrain</b></li> <li>- <b>Models/Units (ORBAT)</b></li> <li>- <b>Behaviours /Adjudication</b></li> </ul>	<p>6</p>	<p>MAX Points: 6</p> <p>0 points – Proposed solution capable of satisfying less than half of requirements</p> <p>1-2 points – Proposed solution capable of satisfying the majority of requirements</p> <p>3-4 points – Proposed solution explains in clear and sound manner how it is capable of satisfying all requirements</p> <p>4-6 points – Proposed solution explains in clear, sound and reasoned manner how it is capable of satisfying all requirements</p>	<p>GSR 1, GSR 2, GSR3, GSR 4, GSR 5, GSR 6</p>
<p>7</p> <p>Bidder proposed solution capable of representing Multi-Domain Operations (<b>Land, Air, Maritime, Space, Cyber</b>)</p>	<p>10</p>	<p>MAX Points: 10</p> <p>0 points – Proposed solution does not satisfy the requirements</p> <p>1-3 points – Proposed solution can satisfy some of the requirements</p> <p>4-5 points – Proposed solution explains with moderate detail how it satisfies the majority of requirements</p> <p>6-7 points – Proposed solution explains in clear manner how it can satisfy the majority of requirements</p> <p>8-10 points- Proposed solution explains in clear, sound and reasoned manner how it is capable of satisfying all requirements</p>	<p>GSR 5</p>

8	<p>Bidder proposed solution capable of representing the effects of <b>Physical/Virtual/Cognitive</b> dimensions</p>	4	<p>MAX Points: 4            0 points – Proposed solution capable of satisfying less than half of requirements            1-2 points – Proposed solution explains how it is capable of satisfying the majority of requirements            3-4 points – Proposed solution explains in clear, sound and reasoned manner how it is capable of satisfying all requirements</p>	GSR 5
9	<p>Bidder proposed solution capable of supporting simulation-related development and execution activities for <b>computer-assisted exercises</b></p> <ul style="list-style-type: none"> <li>– <b>CAX Exercise Process:</b> <i>End-to-end CAX exercise process (initiation, specification, planning, execution, assessment)</i></li> <li>– <b>Exercise Control:</b> <i>Real-time exercise control and monitoring (EXCON)</i></li> <li>– <b>Interoperability:</b> <i>Interoperability with C2 and simulation systems</i></li> <li>– <b>Scenario &amp; Data Management:</b> <i>Scenario development, configuration, and data models</i></li> <li>– <b>Assessment &amp; AAR Support:</b> <i>After Action Review and assessment support</i></li> </ul>	12	<p>MAX Points: 12            0 points – Proposed solution does not satisfy the requirements            1-3 points – Proposed solution explains how it can satisfy some of the requirements            4-8 points – Proposed solution explains in clear manner how it can satisfy the majority of requirements            9-12 points- Proposed solution explains in clear, sound and reasoned manner how it is capable of satisfying all requirements</p>	CR 1

<p>10</p>	<p>Bidder proposed solution capable of supporting simulation-related development and execution activities for <b>operations planning</b></p> <ul style="list-style-type: none"> <li>- <b>Operational Planning Process Support:</b> NATO <i>Operational Planning Process (OPP) support (initiation, mission analysis, COA Development, COA analysis, COA validation and comparison, plan development)</i></li> <li>- <b>Mission Analysis &amp; Problem Framing:</b> <i>Structured mission analysis, objectives, constraints, assumptions</i></li> <li>- <b>COA Development, Wargaming &amp; Comparison:</b> <i>COA development, wargaming, and comparison support</i></li> <li>- <b>Modeling, Assumptions &amp; Data Control:</b> <i>Modeling fidelity, parameter control, and data transparency</i></li> <li>- <b>Traceability, Auditability &amp; Reporting:</b> <i>Traceability, auditability, reporting, and replay</i></li> </ul>	<p>12</p>	<p>MAX Points: 12</p> <p>0 points – Proposed solution does not satisfy the requirements</p> <p>1-3 points – Proposed solution explains how it can satisfy some of the requirements</p> <p>4-8 points – Proposed solution explains in clear manner how it can satisfy the majority of requirements</p> <p>9-12 points- Proposed solution explains in clear, sound and reasoned manner how it is capable of satisfying all requirements</p>	<p>CR 2</p>
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<p>Bidder proposed solution capable of supporting simulation-related development and execution activities for <b>operational analysis and strategic studies</b></p> <ul style="list-style-type: none"> <li>- <b>Analytical &amp; Operational Representation Capability</b></li> <li>- Tool supports integrated tactical–operational–strategic modelling</li> <li>- Native joint &amp; multi-domain representation</li> <li>- Operational concepts can be parametrically modelled</li> <li>- <b>CD&amp;E Support &amp; Analytical Rigor</b></li> <li>- Concept Development method (initiation, research, development, refinement and validation)</li> <li>- DOE and sensitivity analysis supported</li> <li>- Automated COA comparison</li> <li>- <b>Experimentation Support</b></li> <li>- Large-scale, repeatable experimentation; batch runs &amp; Monte-Carlo support;</li> <li>- Rapid parameter sweeps</li> <li>- Experiment configuration &amp; result management</li> <li>- <b>Modeling &amp; Data Management</b></li> <li>- High-fidelity, configurable models; Clear separation of model logic, data and assumptions</li> <li>- Full parameter access and control</li> <li>- Versioning, baselining and data traceability</li> </ul>	<p style="text-align: center;"><b>11</b></p>	<p style="text-align: center;"><b>12</b></p>	<p>MAX Points: 12</p> <p>0 points – Proposed solution does not satisfy the requirements</p> <p>1-3 points – Proposed solution explains how it can satisfy some of the requirements</p> <p>4-8 points – Proposed solution explains in clear manner how it can satisfy the majority of requirements</p> <p>9-12 points- Proposed solution explains in clear, sound and reasoned manner how it is capable of satisfying all requirements</p>	<p>CR 3</p>
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<p>12</p>	<p>Bidder proposed solution capable of supporting simulation-related development and execution activities for <b>computer-assisted wargaming</b></p> <ul style="list-style-type: none"> <li>- <b>Wargaming Process:</b> Supports end-to-end wargaming process (design, develop, execute, and analyse/report )</li> <li>- <b>Planning:</b> Event Management, Data Collection and Analysis Plan, Scenario and ORBAT generation</li> <li>- <b>Adjudication:</b> Adjudication, neutral control, post-game analysis</li> <li>- <b>Visualization:</b> Digital maps, digital graphs &amp; charts, simulated media products</li> <li>- <b>Modeling &amp; Data:</b> scenario/vignette editing, inject management, time/turn management, player inputs</li> <li>- <b>Distribution:</b> Networks multiple sites for multi-user operation, and collaboration</li> </ul>	<p>12</p>	<p>MAX Points: 12 0 points – Proposed solution does not satisfy the requirements 1-3 points – Proposed solution explains how it can satisfy some of the requirements 4-8 points – Proposed solution explains in clear manner how it can satisfy the majority of requirements 9-12 points- Proposed solution explains in clear, sound and reasoned manner how it is capable of satisfying all requirements</p>	<p>CR 4</p>
<p>13</p>	<p><b>Non-Functional Requirements</b></p> <ul style="list-style-type: none"> <li>- <b>Usability :</b> Intuitive and user-friendly interface with similar styling and look-and-feel for each application area</li> <li>- <b>Scalability:</b> Scalability to support increasing/decreasing demand</li> <li>- <b>Modularity:</b> Modularity and extensibility to support independent evolution of system components without system-level impact.</li> <li>- <b>Security:</b> Deployable on NU, NS, and MS networks with secure role-based access, authentication, authorization, encryption, and auditing to ensure NATO security compliance. Internal cybersecurity process is aligned with applicable NATO cybersecurity policies and assurance frameworks.</li> </ul> <p>Description regarding planning, conduct, and documenting of cybersecurity testing and validation activities including vulnerability assessments, penetration tests, and configuration audits</p>	<p>10</p>	<p>MAX Points: 10 0 points – Proposed solution does not satisfy the requirements 1-3 points – Proposed solution explains with moderate detail how it can satisfy some of the requirements 4-7 points – Proposed solution can satisfy the majority of requirements 8-10 points- Proposed solution explains in clear manner how it is capable of satisfying all requirements</p>	<p>NFR 1, NFR 2, NFR 3, NFR 4, NFR 5, NFR 6, NFR 7, NFR 8, NFR 9, NFR 9, NFR 10</p>

