

NATO UNCLASSIFIED
RFP-ACT-SACT-26-02C



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



REQUEST FOR PROPOSAL

RFP-ACT-SACT-26-02

Capability Development Management Support (CDMS)

Part C

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LC#	POSITION TITLE	PRIMARY LOCATION	NUMBER OF CANDIDATES
50	EMERGING AND DISRUPTIVE TECHNOLOGIES SENIOR ANALYST	On-site Norfolk USA	3
51	TECHNOLOGY ADVANTAGE SENIOR ANALYST	On-site Norfolk USA	1
52	SPACE PROGRAMME SENIOR MANAGEMENT SUPPORT	On-site Norfolk USA	1
53	SPACE THEATRE COMPONENT (STC) PROGRAMME SENIOR MANAGEMENT SUPPORT	On-site Ramstein Germany	1
54	SPACE PROGRAMME MANAGEMENT TEAM (PMT) SENIOR SUPPORT	On-site Mons Belgium	1

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BIDDING INSTRUCTIONS

1. General

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

b. 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** under Contractor Information.

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

2. Classification

This Request for proposal (FFP) 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.

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.

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

4. **Eligibility**

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

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

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

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

e. For on-site contractors wherein a security clearance is required, the Contractor Company and Subcontractors must hold a Facilities Security Clearance (FSC) at NATO or National SECRET or above IAW AC/35-D/2003-REV5 and ACT-D- 070-001. Independent Contractors, ineligible to obtain an FSC are not allowed.

- 1) If the bidder does not have an active FSC at the time of bidding and/or there is a national process that precludes issuing an FSC until award, the bidder may indicate this within the proposal in lieu of providing the FSC information.
- 2) If the bidder is successful, however, any contract award shall be on a provisional basis, and final award will not be approved until the NSA/DSA has provided an assurance that the bidder has been granted an FSC at the required level.
- 3) The bidder is not expected to manage any materials at the facility during the bidding period or project delivery in this case.
- 4) **Bidders are requested to investigate national FSC procedures and advise the anticipated approval timeline within the proposal.**

5. **Duration of Contract**

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

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

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

6. Exemption of Taxes

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

7. Amendment or Cancellation

a. HQ SACT reserves the right to amend or delete any one or more of the terms, conditions, or provisions of the 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 cancel, 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. If this RFP is cancelled, any/all received bids shall be returned unopened, per the bidder's request.

8. Bidder Clarifications

a. Prospective Bidders should seek clarification at their earliest convenience. Any explanation regarding the meaning or interpretation of this RFP, terms, clause, provision or specifications, shall be requested in writing, from the Contracting Officer. All Contracting Officers listed on this RFP must receive such requests via email for clarification no later than **7 August 2026**.

b. In lieu of a bidder's conference, HQ SACT invites bidders to submit technical and contractual questions not later than **7 August 2026**.

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

9. Bid Closing Date

Bids shall be received at HQ SACT, Purchasing and Contracting Office, no later than **1 September 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.

10. Bid Validity

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

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

11. Content of Proposal

The proposal shall consist of two (2) separate documents (Technical / Price) sent via e-mail as per the instructions. No hard copy proposals will be accepted. The E-mailed documents shall be received no later than **1 September 2026, 0900 hours, Eastern Standard Time, Norfolk, Virginia, USA.**

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

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

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

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

- 1) A table of contents for the entire proposal (See Enclosure #1):
- 2) The bidder's full name, address, Point of Contacts, Telephone, Fax number, Internet site.
- 3) Compliance statement (See Enclosure#2).
- 4) Past performance (See Enclosure #3).
- 5) List of key personnel.
- 6) Provision of technical volumes.
- 7) Compliance matrix (See Annex B to Statement of Work).
- 8) FSC Information (See Enclosure #6)

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

- 1) **Shall be in U.S. Dollar Currency.** Contractor may request payment post award in alternate currency based on agreed conversion rate.
- 2) Prices shall be on a **Firm Fixed Price Basis** and include any relevant discount schedule.
- 3) Price proposal may be provided as supplemental PDF document if excel workbook cannot be signed – but should be submitted together with the excel workbook.

12. Proposal Submission

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

Technical proposal: hqsact.techproposal@nato.int

Price proposal: hqsact.priceproposal@nato.int

b. E-mail subjects shall include the solicitation information along with company name (for example: RFP -ACT-SACT-26-02_Tech_ABC Inc. / RFP-ACT-SACT-26-02_Price_ABC Inc.). Allow sufficient time in sending your submission should you encounter e-mail size challenges.

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

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

13. Late Proposals

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

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

14. Bid Withdrawal

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

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

15. Bid Evaluation

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

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

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

- 1) Successful administrative submission of bid packages as requested in paragraph 11 and as listed in this RFP.
- 2) Successful determination of compliance. (Compliant/non-compliant).
- 3) Technical factors / pricing factors rated the following:
Technical / Price = **70/30** (Best Value)

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

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- 4) The overall proposed hourly rates and the total hours indicated in the solicitation will be the basis of the Price Evaluation.
- 5) Technical clarifications as determined may be conducted.
- 6) Acceptance of HQ SACT General Terms and Conditions.

16. Proposal Clarifications

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

17. Award

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

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

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

18. Surge Capability:

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

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response to a surge request. HQ SACT surge efforts will not exceed 50% of the annual contract value or 50% of the cumulative contract value. Requests to surge from other organizations outside of HQ SACT are not counted against the HQ SACT when calculating the surge tolerances.

19. Disputes

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

20. Proposed Candidates

If successful, contractor company must notify HQ SACT of any special accommodations or requirements of its personnel for on-site support.

21. Communications

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

22. Points of Contact

(PLEASE INCLUDE ALL BELOW ON ALL CORRESPONDENCE)

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

Bob McMaster, ACT Contract Specialist, 757-747-3869,
Robert.mcmaster@nato.int

Enclosure 1: Proposal Content / Checklist

PROPOSAL CONTENT / CHECKLIST

Table of Contents

- ☐ Bidder's name, address, POC, Contact numbers, email address.
- ☐ Compliance Statement.
- ☐ Past Performance (including References).
- ☐ List of Key Personnel.
- ☐ Technical Proposal.
- ☐ Price Proposal (Excel worksheet – Enclosure 4 - provides mandatory price proposal format)

Enclosure 2: Compliance Statement

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

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

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

Name/Signature of Authorized Company Official:

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

Enclosure 4: Mandatory Price Proposal Excel Spreadsheet

Pricing shall be submitted using the excel workbook provided. Bidders may elect to submit a second PDF proposal for pricing **if the excel workbook is provided as well.**

Proposals not submitted in the proper format will not be considered.

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

Enclosure 5: Security Aspects Letter



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



13 July 2026

From: HQ SUPREME ALLIED COMMANDER
TRANSFORMATION HEAD OF CONTRACTS
7857 Blandy Road, Suite 100
Norfolk, VA 23551-2490

Subject: RFP-ACT-SACT-26-02 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/Défense Counterintelligence Security Agency (NSA/DCSA) of the nation in which the work is performed or in the contracts involving NATO RESTRICTED (NR) information only 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:

1. Appoint an officer to be responsible for supervising and directing security measures in relation to the Request for Proposals (RFP), contract or sub-contract;
2. 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;

3. 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;
4. Limit the copying of any classified materiel (including documents) to the absolute minimum to perform the contract;
5. 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;
6. 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;
7. 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;
8. 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;
9. 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;
10. 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;

11. 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;
12. 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;
13. 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 in 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).

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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

Subject: RFP-ACT-SACT-26-02C NATO SECURITY ASPECTS LETTER

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 6 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.**

☐	I confirm that [company name] holds a Facilities Security Clearance at the appropriate level.
☐	I confirm that the proposed candidate is an employee of [company name] and therefore is covered under [Company Name} FSC
Facilities Security Officer (FSO) Name: Title: E-mail Address: Phone Number: Company NSA/DSA [nation]	

☐	I confirm that the proposed candidate is a subcontractor of [company name] working for [Sub-Contractor Company Name] and that the subcontractor holds a Facilities Security Clearance at the appropriate level.
Subcontractor Company Facilities Security Officer (FSO) Name: Title: E-mail Address: Phone Number: Company NSA/DSA [nation]	

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

Background

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

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

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

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

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

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

Expected Work Hours:

HQ SACT's expected daily work hours by contractor personnel are 7.5 hours per day, 37.5 hours per week, 150 hours per month, 1800 hours per year (based on a 1 January to 31 December period of performance). Exceeding 7.5 hours work per day must be approved by the COTR in advance. The totality of the hours listed on the Purchase Order (PO) can only be exceeded with Contracting Officer approval with a modification to the Purchase Order.

Travel:

HQ SACT contractor travel is approved in advance on the HQ SACT travel form and will be accounted for on a separate Travel PO with Airfare, Lodging and Per Diem. HQ SACT **does not** authorize contractors to work while traveling and **does not** recognize time in travel as regularly billable LOE time. The contractor may charge time working at destination as regular billable time.

LABOR CATEGORY 50: EMERGING AND DISRUPTIVE TECHNOLOGIES SENIOR ANALYST

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

Number of Candidates: Three (3) personnel required

Period of Performance:

Base Period: Award – 31 December 2026 with four potential 12 – month options

Option Year 1: 1 January 2027 – 31 December 2027

Option Year 2: 1 January 2028 – 31 December 2028

Option Year 3: 1 January 2029 – 31 December 2029

Option Year 4: 1 January 2030 – 31 December 2030

Background and Scope of Work

Analysing Emerging and Disruptive Technologies (EDT) is a critical task for NATO in order to remain competitive, innovative, and operationally relevant in today's rapidly evolving security landscape. In relation to the NATO Warfare Capstone Concept (NWCC), the Warfare Development Agenda (WDA), and Technology Advantage, the requirement to understand, assess, and adopt EDT continues to evolve rapidly and requires dedicated analytical support. This support must focus on how emerging technologies can be applied within the military environment, including their relevance to current and future conflicts, and how they can be translated into practical examples, adoption pathways, and evidence-based recommendations.

In accordance with the Alliance Warfare Development Agenda, the pursuit of Warfare Development Imperatives and Lines of Delivery depends on establishing and maintaining critical enablers, including data, agility, the right people with the right skills, persistent preparation, day-zero integration, and technology advantage. Despite NATO's long-standing technical and scientific superiority, the Alliance must continue to assess how competitors are closing the gap by improving their technologies and capabilities. NATO's success requires a deliberate and informed approach to using technology to create advantage. Technology Advantage is therefore a critical enabler of the NWCC and WDA, and its implementation requires personnel able to analyse EDT documentation, assess applicability in the military environment, and develop practical examples showing how such technologies may be adopted to meet the operational challenges of today and tomorrow.

Tasking

1. Contribute to identification of new and cataloguing of existing Emerging and Disruptive Technologies (EDTs).
2. Contribute to the sustained assessment of EDT implications and adoption opportunities in support of the Warfare Development Agenda.
3. Promote increased experimentation of EDT-based solutions in realistic environments.
4. Provide and coordinate input to programming of EDTs activities within ACT S&T POW in support of ACT's foresight, NDPP, multinational solutions, capability development, training, and education.
5. Influence and exploit EDTs that address identified capability shortfalls and those significantly impacting available capabilities.
6. Provide and coordinate input to the production and delivery of EDTs advice that informs the strategic foresight analysis efforts (SFA, FFAO), NATO defence planning (e.g., NDPP step 2) and subsequent capability and force development efforts, including capability requirements formulation, concept development and experimentation and Analysis of Alternatives (AoA).
7. Identify capability shortfalls that could benefit from adoption of EDTs by analysing the NDPP products, the operational Lessons Learned and in coordination with other ACT staff.
8. Educate HQ SACT staff on the opportunities and risks associated with EDTs.
9. Organize and manage a knowledge base through sustained provision of the current status of EDT adoption for Warfare Development and to enable information exchange between ACT, NATO, and national EDT stakeholders.
10. Act as a member of the Innovation Branch under Multi-Domain Force Development, executing tasks and duties as directed by the Section Head Science and Technology or superiors with regard to projects, activities, and outputs related to the Branch core tasks in the broader field of Science and Technology.

Essential Qualifications

1. A minimum requirement of a Bachelor's degree at a nationally recognised/certified University in computer science, information and communication technology or closely related scientific or engineering discipline and 4 years post-related experience. The lack of a university degree may be compensated by the demonstration of a candidate's particular abilities or experience that is/are of interest to ACT, that is, at least 6 years extensive and progressive in duties related to the function of the post.
2. Two years' experience in the acquisition, assembly, and interpretation of research & technology information.
3. Knowledge of S&T information sources in nations, for example defence research laboratories, academic institutions, media, and defence ministries.
4. Experience in interpreting future S&T and EDT-related information in order to assess how such technologies may be applied within the military environment and adopted to address current and future operational challenges.
5. Practical experience with PC office automation products, including the use of internet for information research.
6. Ability to conduct analytical work on EDT documentation, identify adoption pathways, and develop practical examples of how emerging technologies can be applied to the conflicts of today and tomorrow.
7. NATO Secret Security Clearance or National equivalent.
8. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading, and Writing) or equivalent.

Annex B

Requirements Matrix

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

Company Name:

Proposed Candidate Name:

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

Best Value Criteria for LABOR CATEGORY 50: EMERGING AND DISRUPTIVE TECHNOLOGIES SENIOR ANALYST (ON-SITE) - Three Candidates

Note: Each candidate must have a separate compliance matrix.

Item	Compliant	Non-Compliant
Minimum of one past performance citation within the last seven years to show successful completion of similar work.		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance.		
Minimum of 60 Points in the Subject Matter Expert Criteria.		
Proposed key personnel citizen of NATO member nation.		

Subject Matter Expert Criteria (100 pts possible)

Item	-Range Point values assigned based on level of knowledge/ experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. -Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. -ANY SCORE OF ZERO IS NONCOMPLIANT	Page/ Paragraph/ Line Reference	Score 100 Points
1. A bachelor's degree at a nationally recognised/certified University in computer science, information and communication technology or closely related scientific or engineering discipline and 4 years post-related experience. The lack of a university degree may be compensated by the demonstration of a candidate's particular abilities or experience that is/are of interest to ACT, that is, at least 6 years extensive and progressive in duties related to the function of the post.	No: 1 Point Experience: 2-8 Points Yes, Bachelor: 9-15 Points		15
2. Preferred minimum of two years' experience in acquisition, assembly and interpretation of research & technology information.	Less than 2 years: 1-5 Points 2+ years: 6-10 Points 5+ years: 11-15 Points		15
3. Knowledge of S&T information sources in nations, for example defence research laboratories, academic institutions, media, and defence ministries.	No: 1-5 Points Yes: 6-20 Points		20
4. Experience in interpreting future S&T and EDT-related information in order to assess how such technologies may be applied within the military environment and adopted to address current and future operational challenges.	No: 1-5 Points Yes: 6-20 Points		20

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5. Practical experience with PC office automation products, including the use of internet for information research.	No: 1-5 Points Yes: 6-10 Points		10
6. Ability to conduct analytical work on EDT documentation, identify adoption pathways, and develop practical examples of how emerging technologies can be applied to the conflicts of today and tomorrow.	No: 1-5 Points Yes: 6-20 Points		20

LABOR CATEGORY 51: TECHNOLOGY ADVANTAGE SENIOR ANALYST

Location: Norfolk VA, USA (On-site)

Number of Candidates: One (1) candidate required

Period of Performance:

Base Period: Award – 31 December 2026 with four potential 12 – month options

Option Year 1: 1 January 2027 – 31 December 2027

Option Year 2: 1 January 2028 – 31 December 2028

Option Year 3: 1 January 2029 – 31 December 2029

Option Year 4: 1 January 2030 – 31 December 2030

Background and Scope of Work

Analysing Emerging and Disruptive Technologies (EDT) is a critical task for NATO in order to remain competitive, innovative, and operationally relevant in today's rapidly evolving security landscape. In relation to the NATO Warfare Capstone Concept (NWCC), the Warfare Development Agenda (WDA), and Technology Advantage, the requirement to understand, assess, and adopt EDT continues to evolve rapidly and requires dedicated analytical support. This support must focus on how emerging technologies can be applied within the military environment, including their relevance to current and future conflicts, and how they can be translated into practical examples, adoption pathways, and evidence-based recommendations.

In accordance with the Alliance Warfare Development Agenda, the pursuit of Warfare Development Imperatives and Lines of Delivery depends on establishing and maintaining critical enablers, including data, agility, the right people with the right skills, persistent preparation, day-zero integration, and technology advantage. Despite NATO's long-standing technical and scientific superiority, the Alliance must continue to assess how competitors are closing the gap by improving their technologies and capabilities. NATO's success requires a deliberate and informed approach to using technology to create advantage. Technology Advantage is therefore a critical enabler of the NWCC and WDA, and its implementation requires personnel able to analyse EDT documentation, assess applicability in the military environment, and develop practical examples showing how such technologies may be adopted to meet the operational challenges of today and tomorrow.

Tasking

1. Contribute to identification of new and cataloguing of existing EDTs.
2. Contribute and provide deliverables to support the further development and production of the Technology Advantage critical enabler.
3. Analysis of how TA can support identified WDI Lines of Development.
4. Update of current TA Vision documents to describe a common understanding of TA.
5. Prepare an initial draft Action Plan for the development of TA.
6. Support the definition of Initial Operating Capability (IOC).
7. Support the definition of Final Operating Capability (FOC).
8. Support the creation of a TA community of interest. This will lead to further engagement with internal NATO and external stakeholders.
9. Support the TA Project Manager and Sponsor through the provision of information and reports on the activities associated with the TA Action Plan and integration of the TA concept with other associated projects and experimentation activities.
10. Interact directly with external stakeholders within the scope of this contract.

Essential Qualifications

1. A minimum requirement of a Bachelor's degree at a nationally recognised/certified University in computer science, information and communication technology or closely related scientific or engineering discipline and 4 years post-related experience. The lack of a university degree may be compensated by the demonstration of a candidate's particular abilities or experience that is/are of interest to ACT, that is, at least 6 years extensive and progressive in duties related to the function of the post.
2. Two years' experience in the acquisition, assembly, and interpretation of research & technology information.

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3. Knowledge of S&T information sources in nations, for example defence research laboratories, academic institutions, media, and defence ministries.
4. Experience in interpreting future S&T and EDT-related information in order to assess how such technologies may be applied within the military environment and adopted to address current and future operational challenges.
5. Practical experience with PC office automation products, including the use of internet for information research.
6. Ability to conduct analytical work on EDT documentation, identify adoption pathways, and develop practical examples of how emerging technologies can be applied to the conflicts of today and tomorrow.
7. NATO Secret Security Clearance or National equivalent.
8. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading, and Writing) or equivalent.

Annex B

Requirements Matrix

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

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (including other citizenships):

Best Value Criteria for LABOR CATEGORY 51: TECHNOLOGY ADVANTAGE SENIOR ANALYST (ON -SITE) - One Candidate

Item	Compliant	Non-Compliant
Minimum of one past performance citation within the last seven years to show successful completion of similar work.		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance.		
Minimum of 60 Points in the Subject Matter Expert Criteria.		
Proposed key personnel citizen of NATO member nation.		

Subject Matter Expert Criteria (100 pts possible)

Item	-Range Point values assigned based on level of knowledge/ experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. -Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. -ANY SCORE OF ZERO IS NONCOMPLIANT	Page/ Paragraph/ Line Reference	Score 100 Points
1. A Bachelor's degree at a nationally recognised/certified University in computer science, information and communication technology or closely related scientific or engineering discipline and 4 years post-related experience. The lack of a university degree may be compensated by the demonstration of a candidate's particular abilities or experience that is/are of interest to ACT, that is, at least 6 years extensive and progressive in duties related to the function of the post.	No: 0 point 6-years' Experience: 1-7 Points Yes, Bachelor: 8-15 Points		15
2. Preferred minimum of two years' experience in the acquisition, assembly, and interpretation of research & technology information.	Less than 2 years: 1-5 Points 2+ years: 6-10 Points 5+ years: 11-15 Points		15
3. Knowledge of S&T information sources in nations, for example defence research laboratories, academic institutions, media, and defence ministries.	No: 1-5 Points Yes: 6-20 Points		20
4. Experience in interpreting future S&T and EDT-related information in order to assess how such technologies may be applied within the military environment and adopted to address current and future operational challenges.	No: 1-5 Points Yes: 6-20 Points		20
5. Practical experience with PC office automation products, including the use of internet for information research.	No: 1-5 Points Yes: 6-10 Points		10

6. Ability to conduct analytical work on EDT documentation, identify adoption pathways, and develop practical examples of how emerging technologies can be applied to the conflicts of today and tomorrow.	No: 1-5 Points Yes: 6-20 Points		20
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LABOR CATEGORY 52: SPACE PROGRAMME SENIOR MANAGEMENT SUPPORT

Location: Norfolk VA, USA (On-site)

Number of Candidates: One (1) candidate required

Period of Performance:

Base Period: Award – 31 December 2026 with four potential 12 – month options

Option Year 1: 1 January 2027 – 31 December 2027

Option Year 2: 1 January 2028 – 31 December 2028

Option Year 3: 1 January 2029 – 31 December 2029

Option Year 4: 1 January 2030 – 31 December 2030

Tasking

1. Support the ACT Space Branch PMT in the delivery, synchronization, and implementation of the NATO Space Capability Programme (CPP) across all tranches and associated projects.
2. Coordinate programme execution activities between HQ SACT, SHAPE, AIRCOM Space Theatre Component (STC), NCIA, NSPA, nations and commercial partners.
3. Support the development, refinement, and implementation of programme artefacts, including project proposals, implementation plans, programme reviews, risk registers, dashboards, and capability roadmaps.
4. Support the synchronization of Operational Space Support (OSS), Space Domain Awareness (SDA) and Space Domain Coordination (SDC) capabilities and associated dependencies.
5. Contribute to programme governance activities, PMT meetings, Bi-SC coordination mechanisms, and senior leader engagements.
6. Support the identification, analysis and mitigation of programme risks, interdependencies, and critical paths across all space projects.
7. Support experimentation, wargaming, operational demonstrations and exercises, including Arctic Sentry, Cosmic Sentinel, and/or related activities.
8. Coordinate with NCIA architects PMT SMEs, and national experts to maintain programme coherence and support architecture development and analysis of alternatives.
9. Support engagement with industry and commercial space actors in support of NATO Commercial Space Strategy implementation.

10. Produce reports, briefings, and recommendations for ACT Space Branch leadership.
11. Directly supports the Branch Head CR and will be required to travel to meetings and conferences both within and outside NATO's boundaries for up to 30 days per year.
12. Performs additional tasks as required by the COTR related to the LABOR category.

Essential Qualifications

1. A University/ Bachelor's degree in Science.
2. Minimum 5 years' experience within NATO capability development, programme management, or defence acquisition.
3. Demonstrated knowledge of NATO Space policy, CPP governance and PMT processes.
4. Demonstrate a minimum of 3 years operational knowledge of C2 systems within the last 10 years either as a military officer or as a civilian.
5. Demonstrate a minimum of 3 years in the last 10 years a sound knowledge of Capability Development and Management processes in the C2 area.
6. Experience supporting multinational programmes and senior-level governance bodies.
7. Programme and Project Management experience in the past 10 years within a complex and dynamic programme environment.
8. Working knowledge of Configuration Management methods and practices.
9. Working knowledge of Capability Architectures
10. Experience with IBM Rational DOORS or equivalent (provide certificates).

Annex B

Requirements Matrix

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

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (including other citizenships):

Best Value Criteria for LABOR CATEGORY 52: SPACE PROGRAMME SENIOR MANAGEMENT SUPPORT (ON -SITE) - One Candidate

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

Subject Matter Expert Criteria (100 pts possible)

Item	-Range Point values assigned based on level of knowledge/ experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. -Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. -ANY SCORE OF ZERO IS NONCOMPLIANT	Page/ Paragraph/ Line Reference	Score 100 Points
1. A University/ Bachelor's degree in Science.	No Degree: non-compliant: 0 points Bachelor's Degree with Experience: 1 - 5 points Master's Degree with Experience: 6 - 10 points		
2. Preferred Minimum 5 years' experience within NATO capability development, programme management, or defence acquisition	Less than 5 years: 0 - 5 Points 5+ years: 6 - 10 Points 10+ years: 11 - 20 points		
3. Demonstrated knowledge of NATO Space policy, CPP governance and PMT processes.	Non-compliant: 0 points Limited experience (1-2 years with tasks): 1 - 5 points Moderate experience (3-4 years with tasks): 6 - 10 points Extensive experience (over five years with tasks): 11 - 15 points		
4. Experience supporting multinational programmes and senior-level governance bodies.	Less than 3 years: 0 points 3-5 years: 1 - 5 points Over 5 years: 6 - 10 points		
5. Demonstrate a minimum of 3 years in the last 10 years a sound knowledge of Capability Development and Management processes in the C2 area.	Less than 3 years: 0 points 3-5 years: 1 - 5 points Over 5 years: 6 - 10 points		
6. Demonstrate a minimum of 3 years operational knowledge of C2 systems within the last 10 years either as a military officer or as a civilian.	Less than 3 years: 0 points 3-5 years: 1 - 5 points Over 5 years: 6 - 10 points		
7. Working knowledge of Capability Architectures	No: 1 point Yes: 2 - 5 points		
8. Programme and Project Management experience in the past 10 years within a complex and dynamic programme environment.	No: 1 point Yes: 2 -10 points		

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9. Working knowledge of Configuration Management methods and practices.	No: 1 point Yes: 2 - 5 points		
10. Experience with DOORS or equivalent.	No: 1 point Yes: 2 - 5 points		

**LABOR CATEGORY 53: SPACE THEATRE COMPONENT (STC) PROGRAMME
SENIOR MANAGEMENT SUPPORT**

Location: Ramstein, Germany (On-site)

Number of Candidates: One (1) candidate required

Period of Performance:

Base Period: Award – 31 December 2026 with four potential 12 – month options

Option Year 1: 1 January 2027 – 31 December 2027

Option Year 2: 1 January 2028 – 31 December 2028

Option Year 3: 1 January 2029 – 31 December 2029

Option Year 4: 1 January 2030 – 31 December 2030

Tasking

1. Support the ACT Space Branch PMT in the delivery, synchronization, and implementation of the NATO Space Capability Programme (CPP) across all tranches and associated projects.
2. Support Space Theatre Component (STC) in integrating NATO Space capabilities into Space operational planning and execution activities.
3. Coordinate operational requirements and user feedback between STC, SHAPE, ACT, NCIA, NSPA, and national space organizations.
4. Support the development, refinement, and implementation of programme artefacts, including project proposals, implementation plans, programme reviews, risk registers, dashboards, and capability roadmaps.
5. Support operational validation of CPP capabilities and their integration into NATO command-and-control structures.
6. Support the synchronization of Operational Space Support (OSS), Space Domain Awareness (SDA) and Space Domain Coordination (SDC) capabilities and associated dependencies.
7. Assist in the development of operational procedures, playbooks and coordination mechanisms for space-enabled operations including Space capabilities considerations.
8. Support training, exercises and experimentation activities involving space capabilities.

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9. Contribute to programme governance activities, PMT meetings, Bi-SC coordination mechanisms, and senior leader engagements.
10. Assist with the identification and prioritization of operational capability gaps and associated requirements.
11. Contribute to the assessment of operational impacts and lessons learned related to the employment of space capabilities.
12. Support the identification, analysis and mitigation of programme risks, interdependencies, and critical paths across all space projects.
13. Support NATO exercises, operational experimentation, evaluations, and lessons learned activities involving Space capabilities.
14. Support experimentation, wargaming, operational demonstrations and exercises, including Arctic Sentry, Cosmic Sentinel, and/or related activities.
15. Contribute to operational acceptance activities, readiness assessments, and transition planning.
16. Support engagement with industry and commercial space actors in support of NATO Commercial Space Strategy implementation.
17. Prepare briefings, analyses, and recommendations for the STC leadership and support the PMT efforts and briefings.
18. Directly supports the STC and will be required to travel to meetings and conferences both within and outside NATO's boundaries for up to 30 days per year.
19. Performs additional tasks as required by the COTR (in HQ SACT) in close coordination with the STC leadership related to the LABOR category.

Essential Qualifications

1. University degree in systems engineering, computer science, aerospace engineering, or related discipline (five years of experience accepted in lieu).
2. Minimum 5 years' experience within NATO capability development, programme management, or defence acquisition.
3. Minimum 3 years of operational experience within NATO or national space operations.

4. Demonstrated experience in space operations integration within NATO or national commands.
5. Demonstrated knowledge of NATO Space policy, CPP governance and PMT processes.
6. Demonstrate a minimum of 3 years operational knowledge of C2 systems within the last 10 years either as a military officer or as a civilian.
7. Experience supporting multinational programmes and senior-level governance bodies.
8. Programme and Project Management experience in the past 10 years within a complex and dynamic programme environment.
9. Working knowledge of Configuration Management methods and practices.
10. Working knowledge of Capability Architectures
11. Experience with IBM Rational DOORS or equivalent (provide certificates).

Annex B

Requirements Matrix

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

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (including other citizenships):

Best Value Criteria for LABOR CATEGORY 53: SPACE THEATRE COMPONENT (STC) SENIOR PROGRAMME MANAGER (ON -SITE, Ramstein Germany) - One Candidate

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

Subject Matter Expert Criteria (100 pts possible)

Item	-Range Point values assigned based on level of knowledge/ experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. -Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. -ANY SCORE OF ZERO IS NONCOMPLIANT	Page/ Paragraph/ Line Reference	Score 100 Points
1. University degree in systems engineering, computer science, aerospace engineering, or related discipline (five years of experience accepted in lieu).	No Degree: 0 points Bachelor's Degree or 5 years' Experience: 1 - 5 points Master's Degree with Experience: 6 - 10 points		
2. Preferred minimum 5 years' experience within NATO capability development, programme management, or defence acquisition	Less than 5 years: 0 - 5 points 5+ years: 6 - 10 points 10+ years: 11 - 15 points		
3. Minimum 3 years of operational experience within NATO or national space operations	Less than 3 years: 0 points 3-5 years: 1 - 5 points Over 5 years: 6 - 10 points		
4. Demonstrated experience in space operations integration within NATO or national commands.	No: 1 point Yes: 2 - 10 points		
5. Demonstrated knowledge of NATO Space policy, CPP governance and PMT processes.	Non-compliant: 0 points Limited experience (1-2 years with tasks): 1 - 5 points Moderate experience (3-4 years with tasks): 6 - 10 points Extensive experience (over five years with tasks): 11 - 15 points		
6. Demonstrate a minimum of 3 years operational knowledge of C2 systems within the last 10 years either as a military officer or as a civilian.	Less than 3 years: 0 points 3-5 years: 1 - 5 points Over 5 years: 6 - 10 points		
7. Experience supporting multinational programmes and senior-level governance bodies.	Less than 3 years: 0 points 3-5 years: 1 - 5 points Over 5 years: 6 - 10 points		
8. Programme and Project Management experience in the past 10 years within a complex and dynamic programme environment.	No: 1 point Yes: 2 - 5 points		

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9. Working knowledge of Configuration Management methods and practices.	No: 1 point Yes: 2 - 5 points		
10. Working knowledge of Capability Architectures	No: 1 point Yes: 2 - 5 points		
11. Experience with DOORS or equivalent.	No: 1 point Yes: 2 - 5 points		

**LABOR CATEGORY 54: SPACE PROGRAMME MANAGEMENT TEAM (PMT)
SENIOR SUPPORT**

Location: Ramstein, Germany (On-site)

Number of Candidates: One (1) candidate required

Period of Performance:

Base Period: Award – 31 December 2026 with four potential 12 – month options

Option Year 1: 1 January 2027 – 31 December 2027

Option Year 2: 1 January 2028 – 31 December 2028

Option Year 3: 1 January 2029 – 31 December 2029

Option Year 4: 1 January 2030 – 31 December 2030

Tasking

1. Support the ACT Space Branch PMT in the delivery, synchronization, and implementation of the NATO Space Capability Programme (CPP) across all tranches and associated projects.
2. Support SHAPE Space Branch in integrating NATO Space capabilities into operational planning, execution, and validation activities.
3. Coordinate operational requirements and user feedback between SHAPE, ACT, NCIA, NSPA, STC and national space organizations.
4. Support the development, refinement, and implementation of programme artefacts, including project proposals, implementation plans, programme reviews, risk registers, dashboards, and capability roadmaps.
5. Support operational validation of CPP capabilities and their integration into NATO command-and-control structures.
6. Support the synchronization of Operational Space Support (OSS), Space Domain Awareness (SDA) and Space Domain Coordination (SDC) capabilities and associated dependencies.
7. Support the refinement of operational concepts, CONOPS, TTPs and implementation guidance for NATO Space capabilities.
8. Contribute to programme governance activities, PMT meetings, Bi-SC coordination

- mechanisms, and senior leader engagements.
9. Assist with the identification and prioritization of operational capability gaps and associated requirements.
 10. Support the identification, analysis and mitigation of programme risks, interdependencies, and critical paths across all space projects.
 11. Support NATO exercises, operational experimentation, evaluations, and lessons learned activities involving Space capabilities.
 12. Support experimentation, wargaming, operational demonstrations and exercises, including Arctic Sentry, Cosmic Sentinel, and/or related activities.
 13. Contribute to operational acceptance activities, readiness assessments, and transition planning.
 14. Support training, exercises and experimentation activities involving space capabilities.
 15. Support engagement with industry and commercial space actors in support of NATO Commercial Space Strategy implementation.
 16. Prepare briefings, analyses and recommendations for SHAPE Space Branch leadership and support the PMT efforts and briefings.
 17. Directly supports the Branch Head and will be required to travel to meetings and conferences both within and outside NATO's boundaries for up to 30 days per year.
 18. Performs additional tasks as required by the COTR (in HQ SACT) in close coordination with the ACO Space Branch Head related to the LABOR category.

Essential Qualifications

1. University degree in systems engineering, computer science, aerospace engineering, or related discipline (five years of experience accepted in lieu).
2. Minimum 5 years' experience within NATO capability development, programme management, or defence acquisition.
3. Minimum 3 years of operational experience within NATO or national space operations.
4. Demonstrated knowledge of NATO Space policy, CPP governance and PMT processes.
5. Demonstrate a minimum of 3 years operational knowledge of C2 systems within the

last 10 years either as a military officer or as a civilian.

6. Experience supporting multinational programmes and senior-level governance bodies.
7. Programme and Project Management experience in the past 10 years within a complex and dynamic programme environment.
8. Working knowledge of Configuration Management methods and practices.
9. Working knowledge of Capability Architectures.
10. Experience with IBM Rational DOORS or equivalent (provide certificates).

Annex B

Requirements Matrix

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

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (including other citizenships):

Best Value Criteria for LABOR CATEGORY 54: SPACE PROGRAMME MANAGEMENT TEAM (PMT) SUPPORT - SENIOR (ON -SITE, Mons Belgium) - One Candidate

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

Subject Matter Expert Criteria (100 pts possible)

Item	-Range Point values assigned based on level of knowledge/ experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. -Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. -ANY SCORE OF ZERO IS NONCOMPLIANT	Page/ Paragraph/ Line Reference	Score 100 Points
1. University degree in systems engineering, computer science, aerospace engineering, or related discipline (five years of experience accepted in lieu).	No Degree: 0 points Bachelor's Degree or 5 years' Experience: 1 - 5 points Master's Degree with Experience: 6 - 10 points		
2. Preferred minimum 5 years' experience within NATO capability development, programme management, or defence acquisition	Less than 5 years: 0 - 5 Points 5+ years: 6 - 10 Points 10+ years: 11 - 15 points		
3. Minimum 3 years of operational experience within NATO or national space operations	Less than 3 years: 0 points 3-5 years: 1 - 5 points Over 5 years: 6 - 10 points		
4. Demonstrated knowledge of NATO Space policy, CPP governance and PMT processes.	No Knowledge: 0 points Limited experience (1-2 years with tasks): 1 - 5 points Moderate experience (3-4 years with tasks): 6 - 10 points Extensive experience (over five years with tasks): 11 - 20 points		
5. Demonstrate a minimum of 3 years operational knowledge of C2 systems within the last 10 years either as a military officer or as a civilian.	Less than 3 years: 0 points 3-5 years: 1 - 5 points Over 5 years: 6 - 10 points		
6. Experience supporting multinational programmes and senior-level governance bodies.	Less than 3 years: 0 points 3-5 years: 1 - 5 points Over 5 years: 6 - 10 points		

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7. Programme and Project Management experience in the past 10 years within a complex and dynamic programme environment.	Less than 3 years: 0 points 3-5 years: 1 - 5 points Over 5 years: 6 - 10 points		
8. Working knowledge of Configuration Management methods and practices.	No: 1 point Yes: 2 - 5 points		
9. Working knowledge of Capability Architectures	No: 1 point Yes: 2 - 5 points		
10. Experience with DOORS or equivalent.	No: 1 point Yes: 2 - 5 points		

