

NATO UNCLASSIFIED
RFP-ACT-SACT-27-01



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

Request for Proposal

RFP-ACT-SACT-27-01

Amendment 1

Capability Development Management Support (CMDS)

NATO UNCLASSIFIED
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LC#	POSITION TITLE	PRIMARY LOCATION	NUMBER OF CANDIDATES
1	Senior Contractor Support to Requirements Management – Federated Interoperability	Norfolk, VA	2 (Option of 3)
2	Senior contractor support to requirements management – NC3 modernization programme	Norfolk, VA	1
3	Senior Contractor Support to Capability Development: Deployable Communications and Information Systems (DCIS) – DCIS Programme Manager	Norfolk, VA	1
4	Senior Contractor Support to Capability Development: Deployable Communications and Information Systems (DCIS) – DCIS Future Technologies SME	Norfolk, VA	1
5	Emerging and Disruptive Technologies Senior Analyst	Norfolk, VA	3
6	Technology Advantage Senior Analyst	Norfolk, VA	4
7	Contractor Support to Data Integration & Decision Support– Enabling Capabilities Portfolio	Norfolk, VA	1
8	Contractor Support to Digital Workflow Prototyping & Citizen Development	Norfolk, VA	1
9	Contractor Support to Microsoft 365 SharePoint & Power Platform Development / Administration	Norfolk, VA	1
10	Contractor Support to Requirements Traceability (QMB)	Norfolk, VA	1
11	Senior Contractor Support to Operational Analysis	Norfolk, VA	1 (Option of 2)
12	Exercise Coordination and Alignment Branch (ECAB) Support Analyst	Norfolk, VA	1
13	Instructional Systems Designer (ISD) eLearning	(Remote, on-site on short notice with no associated travel costs)	1
14	Senior Contractor Support to Analyse Emerging and Disruptive Technologies	Norfolk, VA	3
15	Senior Contractor Support to Analyse Technology Advantage	Norfolk, VA	1
16	Contractor Support Military Partnerships	Norfolk, VA	3
17	Contractor Support to Counter-Uncrewed Systems and Counter-Improvised Explosive Devices (C-UXS/C-IED)	Norfolk, VA	1
18	Contractor Support to Joint Intelligence, Surveillance, Reconnaissance & Awareness (JISR&A) Integration	Norfolk, VA	1
19	Contractor Support to Multi Domain & Joint Effects Integration	Norfolk, VA	1
20	Contractor Support to Electromagnetic Operations & Electromagnetic Warfare (EMO/EW)	Norfolk, VA	1
21	Programme Coordination at NATO HQ – NC3 Modernization Programme	Brussels BE	1
22	Support to the Act Mission Security Coordinator	Norfolk, VA	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 January 26 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 (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.
- 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 meaning calendar days.

5. 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/or states in which this contract is to be performed, at the time of contract start. 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 and any Subcontractor must hold a Facilities Security Clearance (FSC) at NATO or National SECRET or above.

6. Duration of Contract

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

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

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

7. 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.

8. 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.

9. 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 28 September 2026**.

b. In lieu of a bidder's conference, HQ SACT invites bidders to submit technical and contractual questions not later than **28 September 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.

10. Bid Closing Date

Bids shall be received at HQ SACT, Purchasing and Contracting Office, no later than **13 October 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.**

11. 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.

12. 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 **13 October 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 if that contract shall be in effect at the period of performance start. Failure to do so will result in non-review of the candidate. Requests will be considered on a case-by-case basis considering impact on HQ SACT priorities.

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

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

- 1) A table of contents for the entire proposal (See Enclosure #1):
- 2) The bidder's full name, address, Point of Contacts, Telephone, Fax number; Internet site;
- 3) Compliance statement (See Enclosure#2);

- 4) Past performance (See Enclosure #3);
- 5) List of key personnel;
- 6) Provision of technical volumes;
- 7) Checklist for Compliance and Eligibility Determination (Enclosure #5)
- 8) Compliance matrix (See Annex B to Statement of Work).

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

- 1) **Shall be in U.S. Dollar Currency.** Contractor may request payment post award in alternate currency based on agreed conversion rate. Request for payment in alternate currency should be made at time of award (prior to issuance of purchase order)
- 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. PDF pricing only will not be accepted.**

13. 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-27-01_Tech_ABC Inc. / RFP -ACT- SACT-27-01_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.

14. 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.

15. 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.

16. 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 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 the following factors:

- a. Successful administrative submission of bid packages as requested in paragraph 11 and as listed in this RFP.
- b. Successful determination of compliance. (Compliant/non-compliant).
- c. 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.**

- d. The overall proposed hourly rates and the total hours indicated in the solicitation will be the basis of the Price Evaluation. HQ SACT has established 1800 hours as the basis for award.
- e. Technical clarifications as determined may be conducted.
- f. Acceptance of HQ SACT General Terms and Conditions.

17. 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.

18. 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 authorised.
- b. HQ SACT will collect information from references provided by the Offeror regarding its past performance. Contractors must provide authorisation to contact references.
- c. HQ SACT reserves the right to negotiate minor deviations to the listed General Terms and Conditions to this RFP.

19. Surge Capability:

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

20. 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.

21. Proposed Candidates

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

22. 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 in regard to this RFP. Such adherence shall ensure Fair and Open Competition with equal consideration and competitive footing leverage to all interested parties.

23. Special Terms and Conditions applicable to RFP-ACT-SACT-27-01

a. Contractor Travel

1. Where Contractor travel is required for the performance of this Contract, such travel shall be subject to prior written authorisation by HQ SACT and shall be conducted in accordance with the HQ SACT Contractor Travel Policy and associated travel procedures in effect at the time of travel. Contractors shall utilise the NATO-designated travel office for air travel and rental vehicle reservations. Self-arrangement is not allowed for contractors.
2. Contractor companies shall be reimbursed a flat daily travel rate, as established under the applicable HQ SACT contractor travel policy, for the authorised period of travel. This flat daily rate constitutes the full travel entitlement of the Contractor for subsistence and travel-related incidental expenses. No excess per diem or additional travel-related overhead charges shall be reimbursed unless expressly authorised in writing by the Contracting Officer. All travel shall be approved prior to commencement and supported by appropriate purchase order. Receipts are generally not required from the company for those costs. **Company and/or Personal Travel cannot be combined with official HQ SACT Travel.**
3. Billable Hours during Travel. Billable hours for travel performed as a service under this Contract will be any time spent away from the primary location of duty, between 0800 and 1700 hours local time up to a maximum total of 7.5 hours for any given workday during the travel period unless authorised in advance by the COTR.
4. Hours for the provision of services during travel (in transit) are billable from the time of departure from the duty station to the time of arrival at the TDY location. In the event of flight delays requiring overnight stay, only hours of actual transit are billable.
5. Contractors may not travel for professional development or networking opportunities. A clear and distinct requirement to provide services under the SOW is required.

24. Points of Contact
(PLEASE INCLUDE ALL BELOW ON ALL CORRESPONDENCE)

Tonya Bonilla, ACT Contracting Officer

Inga Love, ACT Contracting Officer

HQSACT.Contracting@nato.int

Enclosure 1: Proposal Content / Checklist

PROPOSAL CONTENT / CHECKLIST

Table of Contents

- ☐ Bidder's name, address, POC, Contact numbers, email address.
- ☐ Compliance Statement.
- ☐ Administrative Proposal (Enclosure 5 documents)
- ☐ 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-27-01

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. **Our company acknowledges the criteria for compliance (Enclosure 5) and certifies that we (and any proposed subcontractors) can comply with all criteria upon award without introducing a delay to the published period of performance.**

Clause

Description of Minor Deviation

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(If applicable, add another page)

Company: _____

Signature: _____

Name & Title: _____ Date: _____

Company Bid Reference: _____

Bidder's proposal must be based on full compliance with the terms, conditions and requirements of the 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.

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ENCLOSURE 5: CONTRACTOR COMPLIANCE CHECKLIST

Offeror Legal Name:

Prime / Subcontractor: Prime Contractor

Proposal Reference:

Date Submitted:

Instructions. Complete this checklist for the Prime Contractor and separately for each proposed subcontractor. Mark each item as Included, Not Applicable, or Pending. Any item marked Not Applicable must include a brief justification. Pending documentation must identify the anticipated submission date and does not constitute acceptance or waiver by the Contracting Authority. The legal entity name must be consistent across the proposal, certifications, licences, insurance documents, and security records.

No.	Compliance Item	Required Evidence / Minimum Standard	Included	N/A	Pending	Offeror Reference / Remarks
A. ENTITY ELIGIBILITY AND AUTHORITY TO PERFORM						
A1	Legal constitution and eligibility	Certificate of incorporation/formation, commercial registry extract, or equivalent evidence that the entity is legally constituted and eligible to contract.	☐	☐	☐	
A2	Authority to conduct business	Current licence, registration, certificate of authority, or equivalent authorisation for every location where contract performance will occur.	☐	☐	☐	
A3	Virginia registration, if applicable	For performance at HQ SACT in Virginia, evidence that the entity is organised, registered, or authorised to conduct	☐	☐	☐	

		business in the Commonwealth of Virginia, as applicable. Foreign entities, including entities formed in another U.S. State, should provide the applicable Virginia Certificate of Authority or Certificate of Registration.				
A4	Tax identification	Government-issued evidence of the company tax identification number, such as an EIN or national equivalent.	☐	☐	☐	
A5	Professional or industry licences	All current professional, occupational, technical, or industry licences expressly required by solicitation or applicable law.	☐	☐	☐	
B. SUBCONTRACTING AND PERSONNEL STATUS						
B1	Subcontractor identification	List of all proposed subcontractors, their legal names, place of registration, scope of work, and performance location.	☐	☐	☐	
B2	Contracting Authority approval	Acknowledgement that subcontracting is subject to the prior written approval of the ACT Contracting Authority and all contractual and security requirements.	☐	☐	☐	

B3	Employment relationship	Declaration identifying each proposed individual as an employee of the Prime Contractor or an approved subcontractor.	☐	☐	☐	
B4	Evidence of employment status	Redacted employment agreement, teaming agreement, or other official record substantiating the declared employment relationship.	☐	☐	☐	
B5	Work authorisation	Evidence that personnel are legally authorised to work in each location of performance, excluding temporary duty travel. For personnel performing in the United States, provide evidence of employment eligibility verification and applicable E-Verify compliance.	☐	☐	☐	
C. INDUSTRIAL SECURITY						
C1	Facility Security Clearance (FSC)	Evidence of the FSC required for the entity and level of classified performance, issued or confirmed through the cognisant National Security Authority/Designated Security Authority, where applicable for	☐	☐	☐	

		the Prime and each subcontractor.				
C2	Personnel Security Clearances (PSCs)	Evidence that all personnel requiring access to NATO classified information or unescorted access to NATO Class II Security Areas hold, or will hold before access, the required PSC.	☐	☐	☐	
C3	Facility Security Officer	Name, telephone number, email address, and facility address for the security officer/Facility Security Officer for the Prime Contractor and each subcontractor.	☐	☐	☐	
C4	Continuing security compliance	Acknowledgement that temporary or interim site access does not authorise access to NATO classified information, systems, material, or activities, and does not waive FSC or PSC requirements.	☐	☐	☐	
C5	Security changes and reporting	Confirmation that changes affecting security eligibility, clearance status, ownership, control, personnel, or safeguarding arrangements will be reported promptly.	☐	☐	☐	

D. INSURANCE

D1	Commercial General Liability	Certificate of insurance valid in each place of performance, with cover of at least USD 1,000,000 per occurrence / USD 2,000,000 aggregate, unless the solicitation states otherwise. NATO HQ SACT must be listed as an Additional Insured unless covered by a blanket additional insured endorsement.	☐	☐	☐	
D2	Workers' Compensation	Certificate of workers' compensation insurance or legally recognised equivalent, valid for all employees and locations of performance; business classification must be consistent with the services.	☐	☐	☐	
D3	Employee health insurance	Evidence of health insurance coverage for each employee performing under the contract, as required by the applicable General Terms and Conditions.	☐	☐	☐	
D4	Professional Liability	Evidence of professional liability/errors and omissions insurance when required by the solicitation or applicable to the services.	☐	☐	☐	

D5	Subcontractor insurance	Evidence that each subcontractor holds the required insurance independently or is expressly covered under the Prime Contractor's applicable policies.	☐	☐	☐	
E. CERTIFICATIONS AND PROPOSAL CROSS-CHECK						
E1	Certificate of Compliance and Eligibility	Completed and signed solicitation certificate covering the Prime Contractor and all proposed subcontractors.	☐	☐	☐	
E2	Consistency of legal entity names	Confirmation that entity names on all certificates and supporting documents match the legal contracting entity named in the proposal.	☐	☐	☐	
E3	Validity at submission	Confirmation that submitted licences, registrations, clearances, and insurance certificates are current and valid on the proposal submission date.	☐	☐	☐	
E4	English-language documentation	English-language copy or accurate English translation provided for supporting documents not issued in English.	☐	☐	☐	
E5	Exceptions or qualifications	Complete disclosure of any exception, limitation, pending approval, expiry, or	☐	☐	☐	

		qualification affecting compliance, with proposed resolution date.				
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OFFEROR CERTIFICATION

I certify that the information and supporting documentation submitted with this checklist are complete and accurate to the best of my knowledge; that the Prime Contractor and each proposed subcontractor meet, or will meet before performance or access as applicable, all solicitation, contractual, legal, regulatory, insurance, and security requirements; and that submission of this checklist does not limit the Contracting Authority's right to request clarification, updated documentation, or additional evidence.

Authorised Official:		Title:	
Signature:		Date:	

Contracting Authority use only: ☐ Complete ☐ Clarification required ☐ Additional evidence required ☐ Not acceptable as submitted

ANNEX A:

Labor Category 1 - Senior Contractor Support to Requirements Management – Federated Interoperability

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

Number of Candidates: **Two Candidates with an option for a third candidate.** Note: If funding is approved, a third candidate may be requested at the sole discretion of the Contracting Officer. **The third candidate – if approved - will be requested directly with bidders providing a compliant candidate during the initial proposal submission and will be awarded using the same 70/30 Best Value methodology.**

Period of Performance: Base Period: 1 January 2027 – 31 December 2027, Option Period One: 1 January 2028 – 31 December 2028, Option Period Two: 1 January 2029 – 31 December 2029, Option Period Three: 1 January 2030 – 31 December 2030, Option Period Four: 1 January 2031 – 31 December 2031.

Taskings:

Support federated interoperability activities across the capability lifecycle

Elicit, capture and collect interoperability requirements across all aspects of DOTMLPFI.

Contribute and participate in the development of policies, directives, concepts and process refinement related to federated interoperability.

Monitor and assure the quality, completeness, and consistency of interoperability test data within designated tools. Identify and resolve data gaps to support reporting and analysis.

Execute structured communications with COIs, prepare participants for interoperability events and activities.

Provide timely, actionable guidance to participants on federated interoperability processes, tools, and events

Coordinate and contribute to the activities of the Federated Interoperability Branch.

Support the analyses of interoperability data collected, including the production and delivery of reports and briefings.

Administer and maintain user accounts, ensuring secure, role-based access to designated interoperability test tools.

Directly support the Branch and Section Heads and will be required to travel to meetings and conferences both within and outside NATO's boundaries for up to 30 days per year.

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

Essential Qualifications

1. Minimum of a four-year university (Bachelor's) degree or higher at a nationally recognized/certified university.
2. Demonstrate a minimum of 5 years in the past 10 of proven work experience in multinational collaboration, coordination, preferably in NATO or equivalent multinational environments.
3. Demonstrate a minimum of 3 years in the past 10 of professional experience supporting interoperability initiatives, campaigns, programmes or activities, across multiple stakeholders and nations. Examples include but are not limited to:
 - The annual Coalition Warrior interoperability Exercise (CWIX)
 - TIDE Sprint
 - TIDE Hackathon
 - Digital Interoperability Verification Experiment (DIVE)
 - Federated Mission Networking (FMN)
 - Interoperability 360 workshops (IO360)
4. Demonstrate a minimum of 3 years in the past 10 of managing and delivering interoperability requirements including governance, data collection and reporting.
5. Demonstrate a minimum of 3 years in the past 10 of planning, preparing, coordinating, and managing events, meetings, workshops, conferences, exercises, or similar activities for cross-functional project teams and stakeholders.
6. Demonstrate a minimum of 3 years in the past 10 of facilitating and coordinating the production of meeting notes, action lists, reports, and briefings and summaries for military and civilian audiences up to Flag/General Officer or equivalent level.
7. Experience of managing, editing, and processing interoperability data using NATO or national toolsets (for example CWIX Wiki or IOCore).
8. Programme and Project Management experience in the past 10 years within a complex and dynamic programme environment
9. Able to demonstrate excellent organizational skills, including the ability to manage timelines, deliverables, task tracking, and stakeholder coordination.

Annex B

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 1: SENIOR CONTRACTOR SUPPORT TO REQUIREMENTS MANAGEMENT – FEDERATED INTEROPERABILITY

Company Name:

Proposed Candidate Name:

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

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

Item	Compliant	Non-Compliant
Minimum of one past performance citation within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
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		
Citizenship and valid passport in NATO member Nation with no travel restrictions.		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 70 Points in the Subject Matter Expert Criteria		

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. Minimum of a four-year university (Bachelor's) degree or higher at a nationally recognized/certified university.	No Degree: 0 points Bachelor's Degree: 1-5 points Master's Degree: 6-10 points		/10
2. Demonstrate a minimum of 5 years in the past 10 of proven work experience in multinational collaboration, coordination, preferably in NATO or equivalent multinational environments.	Less than 5 years: 1-2 points 5+ years: 3-10 points 5+ years in NATO or equivalent multinational environment: 11-15 points		/15
3. Demonstrate a minimum of 3 years in the past 10 of professional experience supporting interoperability initiatives, campaigns, programmes or activities, across multiple stakeholders and nations. (examples above)	No experience with examples given: 0 points (non-compliant) Limited experience 1-2 years with examples given: 1-5 points Moderate experience 3-4 years with examples given: 6-10 points Extensive experience over five years with examples given: 11-15 points		/15
4. Demonstrate a minimum of 3 years in the past 10 of managing and delivering interoperability requirements including governance, data collection and reporting.	Less than 3 years: 0 points 3-5 years: 1-10 points Over 5 years: 11-15 points		/15
5. Demonstrate a minimum of 3 years in the past 10 of planning, preparing, coordinating, and managing events, meetings, workshops, conferences, exercises, or similar activities for cross-functional project teams and stakeholders.	Less than 3 years: 0 points 3-5 years: 1-10 points Over 5 years: 11-15 points		/15
6. Demonstrate a minimum of 3 years in the past 10 of facilitating and coordinating the production	Less than 3 years: 0 points 3-5 years: 1-5 points		/10

of meeting notes, action lists, reports, and briefings and summaries for military and civilian audiences up to Flag/General Officer or equivalent level.	Over 5 years: 6-10 points		
7. Experience of managing, editing, and processing interoperability data using NATO or national toolsets (for example CWIX Wiki or IOCore).	Less than 3 years: 0 points 3-5 years: 1-5 points Over 5 years: 6-10 points		/10
8. Programme and Project Management experience in the past 10 years within a complex and dynamic programme environment.	Yes: 5 points No: 1 Point		/5
9. Able to demonstrate excellent organizational skills, including the ability to manage timelines, deliverables, task tracking, and stakeholder coordination.	Yes: 5 Points No: 1 Point		/5

LABOR CATEGORY 2 - Senior Contractor Support to Requirements Management – NC3 Modernization Programme

Location: Norfolk, VA USA (On-Site)

Number of Candidates: One Candidate

Period of Performance: Base Period: Award – 31 December 2027 with four potential 12 – month options, 1 January 2028 – 31 December 2028, 1 January 2029 – 31 December 2029, 1 January 2030 – 31 December 2030, 1 January 2031 – 31 December 2031

Background Information:

Nuclear Consultation, Command and Control (NC3) Modernisation programme is the largest programme in the Common Funded Capability Development portfolio. NC3 modernization has been identified by the Military Committee as a Key Requirement Area (KRA) for NATO 2030 with tens of billions of Euros of planned investment. It is also one of the most complex programmes, that requires a sound orchestration across the Host Nations and the variety of Implementing entities involved to coordinate delivery, life-cycle management, and in-service operations of NC3 services and equipment.

NC3 workload has progressively increased with the approval of the CPP #1 and CPP #1 addendum in 2024 and 2025. The NC3 Integrated Capability Management Office (iCMO) is orchestrating the delivery of 50+ project proposals within the next 18 months, together with another CPP next year.

The coordination of Capability Requirements to support Programme and Project delivery is an essential role of the iCMO. The incumbent will collect and manage a large set of Capability and Technical Requirements, with a special focus on security requirements, from multiple stakeholders and agencies to support Programme development.

Tasking:

1. Support the NC3 iCMO in continually reviewing and updating the iterative Requirements Management and Benefits Realization plans for the NC3 capability.
2. Support the NC3 iCMO in continually reviewing and updating security policy, documentation and classification guides for the NC3 capability.
3. Support the Branch by assisting in stakeholder engagement and communications with stakeholders and users at the political, operational and tactical layers, including Allied Command Operations (ACO), Nations, and NATO HQ, helping to identify requirements, policy developments and engineering publication reviews relevant to the programme.
4. Work with Requirements and Quality Assurance branches across HQ SACT and other organizations to ensure the NC3 programme is aligned with NATO best practices.
5. Manage the Benefits Realization work strand for the capability as management products are developed and projects are delivered.
6. Support the NC3 iCMO by working with agencies, stakeholders and end users to develop comprehensive and measurable Capability Acceptance Criteria.
7. Work with agencies and host nations to track Technical Requirements and ensure validity and traceability, with a focus on capability requirements related to

CIS/Infrastructure in classified environments.

8. Support the NC3 iCMO in the authoring of relevant sections of Capability Programme Plans.
9. Manage all outputs and developments in the DOORS requirements management system.
10. Ensure all work strands are linked to other elements of the iCMO's work and with other capability teams.

Essential Qualifications:

1. Bachelor's degree or higher.
2. Demonstrate a minimum of 3 years in the last 10 in the field of requirements engineering to include requirements management and requirements elicitation.
3. Experience in capability development, ideally working with the NATO Common Funded Capability Delivery Governance Model for capability development, implementation and service management, or national equivalent.
4. Experience in capability development in CIS/Infrastructure related programmes in classified environments.
5. Experience with IBM Rational DOORS 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).

Best Value Criteria for LABOR CATEGORY 2: SENIOR CONTRACTOR SUPPORT TO REQUIREMENTS MANAGEMENT – NC3 MODERNIZATION PROGRAMME

Company Name:

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent. / or native English speaker.		
Active NATO SECRET or National equivalent, or above security clearance.		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 60 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW - not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. Bachelor's degree or higher.	No Degree: 0 points Bachelor's Degree: 1-10 points Master's Degree: 11-20 points		/20
2. Demonstrate a minimum of 3 years in the last 10 in the field of requirements engineering to include requirements management and requirements elicitation.	Less than 3 years: 0 points 3-5 years' experience: 1-20 points 5+ years' experience: 21-30 points		/30
3. Experience in capability development, ideally working with the NATO Common Funded Capability Delivery Governance Model for capability development, implementation and service management, or national equivalent.	Less than 3 years' experience: 1-5 points 3-5 years' experience: 6-10 points 5+ years' experience: 11-15 points In NATO Capability development: + 10 points		/25
4. Experience in capability development in CIS/Infrastructure-related programmes in classified environments.	Less than 3 years' experience: 1-5 points 3-5 years' experience: 6-10 points 5+ years' experience: 11-15 points		/15
5. Experience with IBM Rational DOORS or equivalent.	Yes (2-10 Points) No (1 Point)		/10

**LABOR CATEGORY 3 – Senior Contractor Support to Capability Development:
Deployable Communications and Information Systems (DCIS) – DCIS Programme
Manager**

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

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 January 2027 – 31 December 2029 with two potential 12-month option periods. 1 January 2030 – 31 December 2030, 1 January 2031 – 31 December 2031

Taskings:

1. Efficiently deal with issues/changes that arise by using established processes, direction and guidance;
2. Accurately and comprehensively capture, assess, and provide situational awareness over any changes to the programme and its projects;
3. Capture and log all programme issues affecting DCIS;
4. Facilitate identification and sequencing of activities and milestones;
5. Contribute to a continuous process of quality improvement;
6. Thoroughly review Joint Staff Reports, Management Products, and project specifications for clarity and content;
7. Utilize qualitative and quantitative techniques to perform programme and project quality reviews and audits.
8. Support the Bi-Strategic Commands (Bi-SCs) in capturing and interpreting Operational Lessons Identified (LI) that are derived from current Operations and Exercises, identifying potential gaps in DCIS capability, and where applicable, ensuring that revisions to CPPs remain coherent with the broader delivery of NATO CIS Capability.
9. Pro-actively identify risks, assess impacts, and develop responses to decrease the probability of negative events and increase the probability of positive outcomes;
10. Establish and maintain the programme risk log based on the Risk Register product;
11. Establish a continuous process to identify, estimate, evaluate, and prepare responses to programme risks;
12. Perform periodic programme risk assessments and reviews;
13. Reconcile relevant reporting databases to ensure project expenditure is accurately represented to the stakeholder group;
14. Understand, record and exploit the sources and value of information pertaining to DCIS capability development;
15. Assist and engage in the communication of timely, analysed and well-presented information to affected stakeholders;
16. Implement best practices, enhancing both institutional and C3 Enterprise ability to manage DCIS (and related) knowledge and information;
17. Directly supports the DCIS Programme Director and may be required to travel to meetings

and conferences for up to 30 days per year;

18. Collaborate and support Contractors DCIS C1, C3 and C4 as demand requires; and
19. Performs additional tasks as required by the COTR related to the LABOR CATEGORY.

Essential Qualifications

1. University degree in project or programme management, electronics engineering, computer science, telecommunications, systems engineering, information systems and technology or an equivalent or closely-related discipline. Substantial experience will be considered in lieu of the equivalent degree with MSP, PRINCE2 or PMI certification.
2. Minimum 5 years in project management of communications or information systems integration, implementation or operation, using MSP, PRINCE2 or PMI methodology.
3. Minimum 3 years in managing risk and issues in a complex and interdependent programme environment.
4. Minimum 3 years applying change management in a capability programme environment.
5. Minimum 3 years utilizing qualitative and quantitative techniques to perform programme and project quality reviews and audits.
6. Minimum 2 years capturing and interpreting Operational Lessons Identified (LI), identifying potential gaps in capability.
7. Minimum 3 years in deployable CIS or Signals capacity (or closely related) in a subject matter expert role.
8. Minimum 3 years in working in NATO or multi-national military environment.

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).

Best Value Criteria for LABOR CATEGORY 3 - Senior Contractor Support to Capability Development: DCIS Programme Manager

Company Name:

Proposed Candidate Name:

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

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

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. University degree in project or programme management, electronics engineering, computer science, telecommunications, systems engineering, information systems and technology or an equivalent or closely-related discipline. Substantial experience will be considered in lieu of the equivalent degree with MSP, PRINCE2 or PMI certification.	Bachelor's w/experience: 6-10 points Bachelor's Degree: 1-5 points Experience w/certification: 1-4 points No Degree or no experience w/certification: 0 points		/10
2. Minimum 5 years in the last 10 years in project management of communications or information systems integration, implementation or operation, using MSP, PRINCE2 or PMI methodology.	6+ years: 10-20 points 5-6 years: 1-9 points Less than 5 years: 0 points		/20
3. Minimum 3 years in the last 10 years in managing risk and issues in a complex and interdependent programme environment.	4+ years: 5-10 points 3-4 years: 1-4 points Less than 3 years: 0 points		/10

4. Minimum 3 years applying change management in a capability programme environment.	4+ years: 5-10 points 3-4 years: 1-4 points Less than 3 years: 0 points		/10
5. Minimum 3 years utilizing qualitative and quantitative techniques to perform programme and project quality reviews and audits.	4+ years: 5-15 points 3-4 years: 1-4 points Less than 3 years: 0 points		/15
6. Minimum 2 years capturing and interpreting Operational Lessons Identified (LI), identifying potential gaps in capability.	3+ years: 5 points 2-3 years: 1-4 Points Less than 2 years: 0 points		/5
7. Minimum 3 years in the last 10 years in deployable CIS or Signals capacity (or closely related) in a subject matter expert role.	4+ years: 5-10 points 3-4 years: 1-4 Points Less than 2 years: 0 points		/10
8. Minimum 3 years in working in NATO or multi-national programme environment, preferably in a deployable CIS or Signals capacity (or closely related).	3+ years with DCIS/Signals: 10-20 pts 4+ years: 4-9 points 3-4 years: 1-3 points Less than 3 years: 0 points		/20

LABOR CATEGORY 4 – Senior Contractor Support to Capability Development: Deployable Communications and Information Systems (DCIS) – DCIS Future Technologies SME

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

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 January 2027 – 31 December 2029 with two potential 12-month option periods. 1 January 2030 – 31 December 2030, 1 January 2031 – 31 December 2031

Taskings:

1. Advise DCIS Programme Director (PD) on future DCIS technologies.
2. Conduct technology assessments of current NATO DCIS and perform capability gap analyses.
3. Develop technical recommendations for capability modernization initiatives.
4. Participate in DCIS architecture reviews.
5. Support strategic planning for capability development of DCIS.
6. Evaluate and perform technical assessments of commercial and government-developed technologies pertinent to operational deployment of DCIS.
7. Produce capability technical evaluation reports and conduct technical briefings.
8. Evaluate integration of future technologies into existing DCIS architectures.
9. Evaluate interoperability with legacy systems and Next Generation DCIS and with NATO Federated Mission Networking (FMN), Mission Networks, and Enterprise CIS.
10. Support operational testing and evaluations (OpTEval).
11. Review post-exercise findings and evaluate noted capability gaps for recommended actions.
12. Conduct technical risk assessments and recommend mitigations for identified vulnerabilities.
13. Provide technical support to DCIS workshops, meetings, and development of management products.
14. Assist and engage in the communication of timely, analysed and well-presented information to affected stakeholders;
15. Implement best practices, enhancing both institutional and C3 Enterprise ability to manage DCIS (and related) knowledge and information;
16. Directly support the DCIS PD and may be required to travel to meetings and workshops for up to 30 days per year;
17. Collaborate and support Contractors DCIS C1, C2 and C3 as demand requires; and
18. Performs additional tasks as required by the COTR related to the LABOR CATEGORY.

Essential Qualifications

1. University degree in computer science, information technology, computer engineering, electrical engineering, telecommunications or an equivalent or closely-related discipline. Substantial experience will be considered in lieu of the equivalent degree with MSP, PRINCE2 or PMI certification.
2. Minimum 3 years supporting enterprise or tactical CIS.
3. Minimum 3 years demonstrated expertise with one or more of the following: cloud computing, network automation, enterprise networking, tactical networking, routing and switching, or virtualization.
4. Demonstrated experience supporting one or more of the following: satellite communications, cybersecurity, zero trust, or AI-enabled network management.
5. Demonstrated experience in deployable CIS or Signals capacity (or closely related) in a subject matter expert role.
6. Minimum 3 years supporting capability development of CIS or related systems.
7. Minimum 3 years integrating emerging technologies.
8. Minimum 3 years demonstrated expertise in performing technical analysis, documenting findings, and conducting technical briefings.
9. Minimum 3 years in working in NATO or multi-national military environment.

Annex B

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 4 - Senior Contractor Support to Capability Development: DCIS Future Technologies SME (DCIS C4)

Company Name:

Proposed Candidate Name:

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

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

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. University degree in computer science, information technology, computer engineering, electrical engineering, telecommunications or an equivalent or closely-related discipline. Substantial experience will be considered in lieu of the equivalent degree with MSP, PRINCE2 or PMI certification.	Bachelor's w/experience: 6-10 points Bachelor's Degree: 5 points Experience w/certification 1-4 points No Degree or no experience w/certification: 0 points		/10
2. Minimum 2 years in the last 10 years supporting enterprise or tactical CIS.	3+ years: 10-20 points 2-3 years: 1-9 points Less than 2 years: 0 points		/20
3. Minimum 2 years in the last 10 years demonstrating expertise with cloud computing, network automation, enterprise networking, tactical networking, routing and switching, or virtualization.	3+ years: 5-15 points 2-3 years: 1-4 points Less than 2 years: 0 points		/15
4. Demonstrated experience in the last 10 years supporting satellite communications, cybersecurity, zero trust, or AI-enabled network management.	3+ years: 5-10 points Some experience: 1-4 points No experience: 0 points		/10

5. Demonstrated experience in the last 10 years in deployable CIS or Signals capacity (or closely related) in a subject matter expert role.	3+ years: 5-10 points Some experience: 1-4 points No experience: 0 points		/10
6. Minimum 2 years in the last 10 years in supporting capability development of CIS or related systems.	3+ years: 5 points 2-3 years: 1-4 points Less than 2 years: 0 points		/5
7. Minimum 3 years in the last 10 years in integrating emerging technologies.	4+ years: 5 points 3-4 years: 1-4 points Less than 3 years: 0 points		/5
8. Minimum 3 years demonstrated expertise in performing technical analysis, documenting findings, and conducting technical briefings.	4+ years: 5 points 3-4 years: 1-4 points Less than 3 years: 0 points		/5
9. Minimum 2 years in working in NATO or multi-national programme environment, preferably in a deployable CIS or Signals capacity (or closely related).	2+ years with DCIS/Signals: 10-20 points 2+ years: 1-9 points Less than 2 years: 0 points		/20

~~LABOR CATEGORY 5 (Previous LC50 carried forward from Part C): 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 2027 with four potential 12-month options, 1 January 2028 — 31 December 2028, 1 January 2029 — 31 December 2029, 1 January 2030 — 31 December 2030, 1 January 2031 — 31 December 2031~~

~~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 5: 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 degree or relevant experience: 0 points 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
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 6 (Previous LC51 brought forward from 26-01 Part C): 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 2027 with four potential 12 — month options, 1 January 2028 — 31 December 2028, 1 January 2029 — 31 December 2029, 1 January 2030 — 31 December 2030, 1 January 2031 — 31 December 2031~~

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.~~
- ~~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 6: 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 points 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

LABOR CATEGORY 7 - CONTRACTOR SUPPORT TO DATA INTEGRATION & DECISION SUPPORT– ENABLING CAPABILITIES PORTFOLIO

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

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 January 2027 – 31 December 2027, Option Period One: 1 January 2028 – 31 December 2028, Option Period Two: 1 January 2029 – 31 December 2029, Option Period Three: 1 January 2030 – 31 December 2030, Option Period Four: 1 January 2031 – 31 December 2031.

Labor Category Context: Provide hands-on data integration, engineering, data collection modernization, analytics, and decision-support support to the Enabling Capabilities Portfolio, with an initial emphasis on Infrastructure Programmes.

This is a hands-on delivery role. The contractor is expected to personally design, configure, develop, test, document, and improve working data and analytical solutions in direct collaboration with operational users. The requirement is not primarily for strategic advisory, enterprise architecture, programme management, or supervision of development performed by others.

The objective is to transform fragmented programme information and manual data operations into structured, trusted, reusable information that improves programme and portfolio decision-making and delivery.

Taskings:

1. Support the Enabling Capabilities Portfolio, with an initial emphasis on Infrastructure Programmes, through hands-on data integration, data engineering, analytics, and decision-support activities.
2. Work directly with programme managers, portfolio staff, analysts, data owners, and other stakeholders to understand priority decisions, information requirements, existing data sources, data gaps, and opportunities to improve programme delivery through better use of data.
3. Design, develop, test, and maintain repeatable data integration processes that ingest, transform, reconcile, and prepare information from multiple programme and enterprise sources for operational use and analysis.
4. Develop and maintain structured data models, common definitions, business rules, reference data, and data-quality controls required to produce trusted programme and portfolio-level information.
5. Design, prototype, configure, and improve digital data-collection applications and workflows that replace or materially reduce spreadsheet-intensive, manually consolidated, email-driven, or otherwise fragmented data operations.
6. Support the continued development, maturation, and operational use of digital ~~Management and Oversight Review~~ **Minimum Operational Requirement** (MOR) data collection and decision-support solutions for Infrastructure Programmes and other Enabling Capabilities Portfolio requirements.

7. Develop dashboards, metrics, visualizations, analytical products, and other decision-support solutions that improve visibility of programme status, delivery performance, schedule, resources, risks, dependencies, and emerging issues.
8. Apply descriptive and diagnostic analytical techniques, and predictive or prescriptive techniques when directed and appropriate to the decision requirement, to identify trends, relationships, anomalies, risks, and opportunities relevant to programme or portfolio management.
9. Integrate programme and portfolio information with authoritative NATO or enterprise data sources through approved mechanisms including relational databases, APIs, data services, structured file exchange, or other available interfaces.
10. Identify data-quality, ownership, lineage, governance, stewardship, and authoritative-source issues affecting delivered solutions and implement or recommend practical remediation measures in coordination with responsible stakeholders.
11. Use appropriate development and engineering practices, including source or configuration control, documented transformations and business rules, reproducible processing, configuration management, and separation of development and operational artifacts where supported by the technical environment.
12. Document data sources, data models, transformations, business rules, analytical logic, dependencies, assumptions, operating procedures, and solution configuration sufficiently to support transparency, auditability, reuse, sustainment, and transition.
13. Conduct user testing and iteratively improve solutions based on operational use, stakeholder feedback, data-quality findings, and changes to programme or portfolio information requirements.
14. Establish appropriate baselines and assess the effect of delivered solutions on factors such as data quality, timeliness, manual processing effort, information availability, workflow efficiency, and usefulness to decision makers.
15. Present analytical findings, assumptions, limitations, risks, and decision implications to programme managers, portfolio leadership, and other stakeholders.
16. Support transition of successful prototypes, pilots, data products, and analytical solutions to enduring enterprise platforms, production-support organizations, or designated scaling teams, including preparation of sufficient technical and operational documentation to enable another appropriately qualified individual or team to sustain the solution.
17. Perform additional tasks as required by the COTR that are directly related to this labor category and do not constitute a materially different labor requirement.

Essential Qualifications

1. **Education or Relevant Professional Experience:** A University/Bachelor's degree in Data Science, Computer Science, Information Systems, Engineering, Operations Research, Statistics, Applied Mathematics, or a closely related field; or a minimum of five years of directly relevant professional experience in lieu of the degree. Directly relevant professional experience shall include work in at least two of the following areas: data integration or data engineering; analytical programming; business intelligence, analytics, or decision-support development. Either the degree or experience-in-lieu route fully satisfies this qualification.

2. **Recent End-to-End Hands-On Solution Delivery:** Demonstrated recent experience personally developing operational data or analytical solutions from identification of a user or decision requirement through data preparation or integration, solution development, user testing, and operational use. The candidate shall demonstrate at least twelve calendar months within the last twenty-four months during which hands-on technical delivery was a regular part of the candidate's assigned work, and at least one data or analytical solution personally developed and used by an identified user group as part of an active business or decision-making process within the last eighteen months. The candidate shall identify the month and year of the qualifying experience, the business or information requirement addressed, the candidate's personal technical contribution, technologies or methods used, and the user group. Experience limited to directing, supervising, managing, advising, coordinating, or overseeing development performed by others does not satisfy this requirement. Multiple components developed for the same user group to address the same business or information requirement shall be considered one example.
3. **Data Integration and Engineering:** Minimum of three years within the last five years, including hands-on experience within the last twenty-four months, performing data integration or data engineering activities using relational databases, ETL/ELT, APIs, data pipelines, data services, structured data exchange, or comparable methods. The candidate shall demonstrate at least one example integrating data from two or more separately administered systems, databases, services, or authoritative data sources and shall identify the source systems and integration mechanism used. Two tables, files, or other objects within the same administered system do not constitute separate sources. Transformation or combination of data performed solely within a business intelligence, visualization, or reporting tool does not by itself satisfy this requirement.
4. **SQL and Analytical Programming:** Minimum of two years within the last five years, including hands-on use within the last twenty-four months, using SQL against relational data sources and at least one of Python, R, Scala, Julia, SAS, MATLAB, Stata, or an equivalent general-purpose or statistical analytical programming language to prepare, transform, integrate, automate, analyze, or quality-control data. The candidate shall identify at least one example within the last twenty-four months in which SQL and at least one qualifying analytical programming language were personally used. DAX, Power Query M, VBA, Excel formulas, spreadsheet macros, and comparable reporting or spreadsheet expressions do not satisfy the analytical programming language requirement.
5. **Digital Data Collection and Workflow Modernization:** Demonstrated experience within the last five years personally designing or developing at least two structured digital data-collection, workflow, low-code/no-code, configured-application, or comparable solutions that reduced reliance on manual, email-driven, or spreadsheet-based information processes. At least one example must have been personally developed or materially enhanced within the last three years. For each example, the candidate shall identify the business process addressed, personal contribution, technology or platform used, previous manual or fragmented process, and resulting operational use. A material enhancement must add new data collection, workflow logic, integration, functionality, or a new user population; cosmetic changes or routine maintenance do not qualify. Multiple components supporting the same workflow and user requirement shall be considered one example.
6. **Business Intelligence and Decision Support:** Minimum of three years within the last five years personally developing business intelligence products, analytical products, dashboards, metrics, visualizations, or comparable decision-support products. The candidate shall demonstrate at least one personally developed product used by an identified

programme, portfolio, management, or operational user group as part of an active business or decision-making process, rather than solely as a demonstration or proof of concept. The candidate shall identify the information or decision requirement addressed, personal contribution, technology used, user group, and period of operational use. Multiple dashboards, views, or visualizations supporting the same user group and substantially the same information or decision requirement shall be considered one product. Experience limited to supervising, directing, managing, or advising development performed by others does not satisfy this requirement.

7. **Applied Data Modelling, Data Quality, and Governance:** Demonstrated hands-on experience within the last five years, including at least one example within the last three years, applying data modelling, data quality, or data-governance practices as part of an operational data or analytical solution. The candidate shall demonstrate practical application in at least two of the following four areas: (1) development of data models or relationships; (2) development of data definitions, metadata, or common data standards; (3) implementation of validation rules or data-quality controls; or (4) implementation of data lineage, stewardship, or authoritative-source controls. The candidate shall provide a brief description of how each claimed area was personally applied. General familiarity with data-governance concepts without evidence of practical application does not satisfy this requirement.
8. **Transition, Documentation, and Sustainment:** Demonstrated experience within the last five years documenting and transferring at least one data, analytical, or digital solution for continued operation or maintenance by another developer, colleague, support team, platform owner, or operational organization. The candidate shall identify the solution, receiving individual or team, documentation or transition material provided, and method used to manage code or configuration artifacts. The candidate must also demonstrate use within the last three years of at least one of the following: Git or equivalent source control; platform-native solution or environment management supporting versioned deployment; or a documented configuration baseline maintained under change control. Formal transfer between organizations is not required. Internal handover to another appropriately qualified individual or team satisfies this requirement.
9. **Requirements Elicitation and Decision Communication:** Minimum of two years within the last five years working directly with operational users, programme personnel, managers, or decision makers to identify information or analytical requirements and communicate findings, assumptions, limitations, risks, or decision implications. The candidate shall identify at least one example including the user or decision-maker group supported, information or analytical requirement addressed, and the candidate's personal role in both eliciting the requirement and communicating the resulting analysis or decision-support information.

Annex B

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 7 CONTRACTOR SUPPORT TO DATA INTEGRATION & DECISION SUPPORT– ENABLING CAPABILITIES PORTFOLIO

Company Name:

Proposed Candidate Name:

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

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

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

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. Education or Relevant Professional Experience: A University/Bachelor's degree in Data Science, Computer Science, Information Systems, Engineering, Operations Research, Statistics, Applied Mathematics, or a closely related field; or a minimum of five years of directly relevant professional experience in lieu of the degree. Directly relevant professional experience shall include work in at least two of the following areas: data integration or data engineering; analytical programming; business intelligence, analytics, or decision-support development. Either the degree or experience-in-lieu route fully satisfies this qualification.	0 points: Does not meet either the degree or experience-in-lieu requirement. 5 points: Meets the qualification through either the stated degree or the stated five years of directly relevant professional experience.		/5
2. Recent End-to-End Hands-On Solution Delivery: Demonstrated recent experience personally developing operational data or analytical solutions from identification of a user or decision requirement through data preparation or integration, solution development, user testing, and operational use. The candidate shall demonstrate at least twelve calendar months within the last twenty-four months during which hands-on technical delivery was a regular part of the candidate's assigned work, and at least one data or analytical solution personally developed and used by an identified user group as part of an active business or decision-making process within the last eighteen months. The candidate	0 points: Does not meet the minimum qualification. 1-9 points: Meets the minimum qualification and demonstrates 12-15 calendar months of qualifying hands-on delivery within the last 24 months and one qualifying operational example within the last 18 months. 10-12 points: Demonstrates 16-20 calendar months of qualifying hands-on delivery within the last 24 months and at least two qualifying operational examples within the last 24 months. 13-15 points: Demonstrates 21-24 calendar months of		/15

	shall identify the month and year of the qualifying experience, the business or information requirement addressed, the candidate's personal technical contribution, technologies or methods used, and the user group. Experience limited to directing, supervising, managing, advising, coordinating, or overseeing development performed by others does not satisfy this requirement. Multiple components developed for the same user group to address the same business or information requirement shall be considered one example.	qualifying hands-on delivery within the last 24 months and at least three qualifying operational examples within the last 24 months.		
3.	Data Integration and Engineering: Minimum of three years within the last five years, including hands-on experience within the last twenty-four months, performing data integration or data engineering activities using relational databases, ETL/ELT, APIs, data pipelines, data services, structured data exchange, or comparable methods. The candidate shall demonstrate at least one example integrating data from two or more separately administered systems, databases, services, or authoritative data sources and shall identify the source systems and integration mechanism used. Two tables, files, or other objects within the same administered system do not constitute separate sources. Transformation or combination of data performed solely within a business intelligence, visualization, or reporting tool does not by itself satisfy this requirement.	0 points: Does not meet the minimum qualification. 1-12 points: Meets the minimum qualification and demonstrates one integration involving two or more separately administered systems, databases, services, or authoritative data sources. 13-16 points: Demonstrates at least two such integrations within the last three years, with at least one using ETL/ELT, an API, data pipeline, data service, or another mechanism that can execute without manually recreating the transformation steps. 17-20 points: Demonstrates at least three such integrations within the last three years using at least two different integration methods from the following: relational database integration, ETL/ELT, APIs, data pipelines, data services, or structured data exchange.		/20
4.	SQL and Analytical Programming: Minimum of two years within the last five years, including hands-on use within the last twenty-four months, using SQL against relational data sources and at least one of Python, R, Scala, Julia, SAS, MATLAB, Stata, or an equivalent general-purpose or statistical analytical programming language to prepare, transform,	0 points: Does not meet the minimum qualification. 1-9 points: Demonstrates at least two years within the last five years meeting the stated SQL and analytical-programming requirement, including a qualifying example within the last 24 months.		/15

integrate, automate, analyze, or quality-control data. The candidate shall identify at least one example within the last twenty-four months in which SQL and at least one qualifying analytical programming language were personally used. DAX, Power Query M, VBA, Excel formulas, spreadsheet macros, and comparable reporting or spreadsheet expressions do not satisfy the analytical programming language requirement.	10-12 points: Demonstrates at least three years within the last five years meeting the stated requirement, including qualifying use within the last 24 months. 13-15 points: Demonstrates at least four years within the last five years meeting the stated requirement, including qualifying use within the last 24 months.		
5. Digital Data Collection and Workflow Modernization: Demonstrated experience within the last five years personally designing or developing at least two structured digital data-collection, workflow, low-code/no-code, configured-application, or comparable solutions that reduced reliance on manual, email-driven, or spreadsheet-based information processes. At least one example must have been personally developed or materially enhanced within the last three years. For each example, the candidate shall identify the business process addressed, personal contribution, technology or platform used, previous manual or fragmented process, and resulting operational use. A material enhancement must add new data collection, workflow logic, integration, functionality, or a new user population; cosmetic changes or routine maintenance do not qualify. Multiple components supporting the same workflow and user requirement shall be considered one example.	0 points: Does not meet the minimum qualification. 1-6 points: Demonstrates two qualifying examples, including at least one personally developed or materially enhanced within the last three years. 7-8 points: Demonstrates three qualifying examples, including at least two personally developed or materially enhanced within the last three years. 9-10 points: Demonstrates four or more qualifying examples, including at least two within the last three years and at least two used by identified user groups as part of active business processes.		/10
6. Business Intelligence and Decision Support: Minimum of three years within the last five years personally developing business intelligence products, analytical products, dashboards, metrics, visualizations, or comparable decision-support products. The candidate shall demonstrate at least one personally	0 points: Does not meet the minimum qualification. 1-9 points: Meets the minimum qualification and demonstrates one personally developed decision-support product used by an identified user group in an active business or decision-making process.		/15

developed product used by an identified programme, portfolio, management, or operational user group as part of an active business or decision-making process, rather than solely as a demonstration or proof of concept. The candidate shall identify the information or decision requirement addressed, personal contribution, technology used, user group, and period of operational use. Multiple dashboards, views, or visualizations supporting the same user group and substantially the same information or decision requirement shall be considered one product. Experience limited to supervising, directing, managing, or advising development performed by others does not satisfy this requirement.	10-12 points: Demonstrates at least two such products within the last three years supporting at least two separate organizational elements or decision forums. 13-15 points: Demonstrates at least three such products within the last three years supporting at least two separate organizational elements or decision forums and at least two distinct information or decision requirements.		
7. Applied Data Modelling, Data Quality, and Governance: Demonstrated hands-on experience within the last five years, including at least one example within the last three years, applying data modelling, data quality, or data-governance practices as part of an operational data or analytical solution. The candidate shall demonstrate practical application in at least two of the following four areas: (1) development of data models or relationships; (2) development of data definitions, metadata, or common data standards; (3) implementation of validation rules or data-quality controls; or (4) implementation of data lineage, stewardship, or authoritative-source controls. The candidate shall provide a brief description of how each claimed area was personally applied. General familiarity with data-governance concepts without evidence of practical application does not satisfy this requirement.	0 points: Does not meet the minimum qualification or does not demonstrate practical application in at least two of the four stated areas. 1-6 points: Demonstrates practical application in two of the four stated areas, including at least one example within the last three years. 7-8 points: Demonstrates practical application in three of the four stated areas, including at least one example within the last three years. 9-10 points: Demonstrates practical application in all four stated areas, including at least one example within the last three years.		/10

8. Transition, Documentation, and Sustainment: Demonstrated experience within the last five years documenting and transferring at least one data, analytical, or digital solution for continued operation or maintenance by another developer, colleague, support team, platform owner, or operational organization. The candidate shall identify the solution, receiving individual or team, documentation or transition material provided, and method used to manage code or configuration artifacts. The candidate must also demonstrate use within the last three years of at least one of the following: Git or equivalent source control; platform-native solution or environment management supporting versioned deployment; or a documented configuration baseline maintained under change control. Formal transfer between organizations is not required. Internal handover to another appropriately qualified individual or team satisfies this requirement.	0 points: Does not meet the minimum qualification. 1-3 points: Demonstrates one qualifying solution transfer and the required use of source, version, or configuration control within the last three years. 4 points: Demonstrates two qualifying solution transfers within the last five years and the required use of source, version, or configuration control within the last three years. 5 points: Demonstrates three or more qualifying solution transfers within the last five years, including at least one transfer within the last three years, and the required use of source, version, or configuration control within the last three years.		/5
9. Requirements Elicitation and Decision Communication: Minimum of two years within the last five years working directly with operational users, programme personnel, managers, or decision makers to identify information or analytical requirements and communicate findings, assumptions, limitations, risks, or decision implications. The candidate shall identify at least one example including the user or decision-maker group supported, information or analytical requirement addressed, and the candidate's personal role in both eliciting the requirement and communicating the resulting analysis or decision-support information.	0 points: Does not meet the minimum qualification. 1-3 points: Meets the minimum qualification and demonstrates one qualifying example. 4 points: Demonstrates qualifying examples supporting at least two separate organizational elements or decision forums within the last three years. 5 points: Demonstrates qualifying examples supporting at least three separate organizational elements or decision forums within the last three years.		/5

LABOR CATEGORY 8 - CONTRACTOR SUPPORT TO DIGITAL WORKFLOW PROTOTYPING & CITIZEN DEVELOPMENT

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

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 January 2027 – 31 December 2027, Option Period One: 1 January 2028 – 31 December 2028, Option Period Two: 1 January 2029 – 31 December 2029, Option Period Three: 1 January 2030 – 31 December 2030, Option Period Four: 1 January 2031 – 31 December 2031.

Labor Category Context: Provide hands-on digital workflow prototyping and citizen-development support to digitize CAPDEV work and information flows using approved platforms and development tools outside the Microsoft Power Platform environment.

The contractor is expected to work directly with operational users to identify workflow problems and opportunities, rapidly design and personally build proof-of-concept and pilot solutions, test those solutions in operational use, iterate based on evidence and user feedback, and prepare successful solutions for transition to enterprise development, DevSecOps, platform, or scaling organizations.

This is a hands-on rapid delivery role. The requirement is not primarily for enterprise architecture, strategic advisory, product management, programme management, software-development team leadership, or supervision of development performed by others.

The objective is to allow CAPDEV to test digitally transformed workflows quickly and at relatively low cost before committing resources to enduring implementation, while ensuring successful prototypes generate sufficient operational, technical, and requirements evidence to support responsible scaling.

Taskings:

1. Support CAPDEV organizations through hands-on rapid development of digital workflow proofs of concept, prototypes, and operational pilots using approved non-Microsoft low-code, no-code, configurable-application, workflow, lightweight development, or comparable platforms and tools.
2. Work directly with process owners, operational users, analysts, managers, and information stakeholders to understand existing work and information flows, decisions, handoffs, data requirements, pain points, and opportunities for digital transformation.
3. Document current and desired workflows at sufficient detail to identify user roles, workflow states, decision points, information exchanges, business rules, data requirements, and minimum functionality needed to test a redesigned process.
4. Translate operational needs into minimum viable prototype or pilot requirements that can be rapidly developed, demonstrated, tested, and iterated with users.
5. Design, configure, develop, test, and improve digital applications and workflows that replace or materially reduce manual, spreadsheet-intensive, email-driven, form-based, document-centric, or otherwise fragmented CAPDEV processes.

6. Configure structured data capture, user roles, workflow states, business rules, validations, routing, approvals, notifications, status tracking, role-based views, and other functionality required to operationally test redesigned workflows.
7. Integrate prototype and pilot solutions with approved data sources or services using APIs, databases, web services, webhooks, structured file exchange, or other authorized mechanisms appropriate to the technical environment.
8. Develop lightweight scripts, components, application logic, or integrations when configurable or low-code functionality alone is insufficient to test the operational requirement.
9. Use approved AI-assisted development capabilities, where available and appropriate, to accelerate prototyping, code development, configuration, testing, documentation, or iterative solution improvement while maintaining appropriate human review and technical accountability.
10. Conduct user testing and operational pilots with representative CAPDEV users and iteratively improve solutions based on observed use, stakeholder feedback, technical findings, and changes to the operational requirement.
11. Establish appropriate baselines and assess prototype or pilot effects on factors such as cycle time, manual processing effort, data completeness, information availability, workflow visibility, traceability, usability, and user adoption.
12. Identify security, data-management, information-management, architecture, integration, licensing, hosting, scalability, and sustainment constraints sufficiently early to inform whether and how a prototype should progress toward enduring implementation.
13. Design prototypes to use authoritative information sources where practical and avoid unnecessary creation of duplicate, unsupported, or orphaned data stores.
14. Apply proportionate development and lifecycle practices appropriate to rapid prototyping, including version or configuration control, documentation of business rules and dependencies, testing, management of development artifacts, and separation of prototype and operational environments where supported.
15. Document process requirements, workflow logic, data structures, integrations, user roles, business rules, configuration, code or scripts, assumptions, known limitations, test findings, and operational lessons sufficiently to support reuse, assessment, and transition.
16. Prepare transition packages for successful prototypes and pilots, including requirements, process design, user stories or equivalent functional descriptions, data structures, integrations, business rules, test results, known limitations, technical dependencies, and recommendations for enduring implementation.
17. Collaborate with enterprise developers, DevSecOps teams, platform owners, system integrators, data teams, cybersecurity personnel, and other scaling organizations to support transition from CAPDEV prototype or pilot to enduring implementation.
18. Maintain visibility of active prototypes and pilots, including purpose, users, status, dependencies, risks, technical debt, evidence of operational value, and recommended disposition such as continue testing, revise, transition for scaling, sustain locally, or retire.
19. Present prototype and pilot findings, user feedback, technical constraints, trade-offs, implementation risks, and scaling recommendations to CAPDEV leaders and stakeholders.

20. Perform additional tasks as required by the COTR that are directly related to this labor category and do not constitute a materially different labor requirement.

Essential Qualifications

1. Education or Relevant Professional Experience: A University/Bachelor's degree in Computer Science, Information Systems, Software Engineering, Engineering, Human-Centered Design, Business Process Management, Business Information Technology, or a closely related field; or a minimum of five years of directly relevant professional experience in lieu of the degree.

Directly relevant professional experience shall include work in at least two of the following areas: low-code/no-code or configurable-application development; workflow automation; software or web application development; business-process digitization; rapid prototyping or minimum-viable-product development.

Either the degree or experience-in-lieu route fully satisfies this qualification.

2. Recent End-to-End Hands-On Digital Solution Delivery: Demonstrated recent experience personally developing digital applications, workflows, prototypes, or pilots from identification of a user or business-process requirement through configuration or development, testing, user feedback, and operational use or pilot activity.

The candidate shall demonstrate at least twelve calendar months within the last twenty-four months during which hands-on digital application, workflow, or prototype development constituted a substantial and recurring portion of the candidate's assigned duties, and at least one personally developed digital solution used by an identified user group as part of an active business process or operational pilot within the last eighteen months.

The candidate shall identify the month and year of qualifying experience, approximate proportion of assigned duties devoted to hands-on development, business process addressed, personal technical contribution, technologies or platforms used, and user group.

Experience limited to directing, supervising, managing, advising, governing, architecting, technical leadership, product ownership, programme management, coordinating, or overseeing development performed by others does not satisfy this requirement. Multiple components developed for the same user group to address the same business-process requirement shall be considered one example. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications where the work demonstrates the required competencies.

3. Non-Microsoft Low-Code, No-Code, or Configurable Application Development: Minimum of two years within the last five years, including hands-on development within the last twenty-four months, personally designing, configuring, building, testing, and deploying applications or workflows using non-Microsoft low-code, no-code, configurable-application, workflow, or comparable rapid-development platforms.

The candidate shall demonstrate at least two personally developed applications or workflow solutions, including at least one used by an identified user group as part of an active business process or operational pilot within the last twenty-four months and a second qualifying example within the last three years.

Across the candidate's qualifying examples, the candidate shall demonstrate hands-on development using at least two distinct non-Microsoft rapid-development platforms, frameworks,

or application-development technologies. The candidate is not required to demonstrate equal depth or duration of experience in each.

At least one qualifying solution shall demonstrate three or more of the following characteristics, with at least one characteristic drawn from items 3, 5, or 7:

1. multiple workflow states, screens, forms, or user roles;
2. conditional or role-based behaviour;
3. structured data model or relationships between data entities;
4. custom validation, business rules, or workflow logic;
5. integration with more than one data source, service, or application;
6. automated routing, approvals, notifications, or task coordination; or
7. reusable components, scripts, extensions, or comparable application logic, with the candidate identifying the component, script, or extension and describing what it performed.

For each example, the candidate shall identify the platform or technology used, business process addressed, personal technical contribution, qualifying characteristics, user group, and resulting operational or pilot use, and shall briefly describe how the claimed characteristics were personally implemented.

Applications or workflows configured or developed primarily by others, basic forms or templates, or demonstration-only builds do not satisfy this requirement.

Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications where the work demonstrates the required competencies.

4. Rapid Prototyping and Minimum Viable Solution Delivery: Demonstrated hands-on experience within the last five years, including at least one example within the last twenty-four months, rapidly translating an identified operational or business-process requirement into a testable digital proof of concept, prototype, minimum viable solution, or pilot.

The candidate shall identify at least two examples in which they personally contributed to requirements discovery and personally developed the resulting prototype or pilot.

At least one qualifying example shall have progressed from initial requirement or process discovery to a testable solution available to representative users within ninety calendar days or less.

Across the two qualifying examples, at least one shall demonstrate at least two of the qualifying solution characteristics identified under Essential Qualification 3, including at least one characteristic from items 3, 5, or 7 of that qualification. The example demonstrating the required solution characteristics may be the same example that satisfies the ninety-day requirement or a different qualifying example.

For each example, the candidate shall identify the initial requirement, timeframe from discovery to testable solution, personal contribution, platform or technologies used, users involved in testing, qualifying solution characteristics where applicable, and resulting disposition or next step.

Experience involving only development against fully predetermined specifications without rapid iteration with users does not satisfy this requirement.

Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications where the work demonstrates the required competencies.

5. Business Process Discovery and Workflow Redesign: Minimum of two years within the last five years, including at least one qualifying example within the last three years, working directly with operational users, process owners, managers, or information stakeholders to understand existing business processes and design digitally enabled future workflows.

The candidate shall demonstrate at least two examples in which they personally analyzed an existing manual, spreadsheet-based, email-driven, document-centric, or otherwise fragmented process and identified user roles, process steps, handoffs, decisions, information requirements, pain points, and opportunities for redesign prior to development.

For each example, the candidate shall identify the user or process-owner group, existing process or problem, findings from process discovery, proposed workflow changes, and resulting prototype, pilot, or digital solution.

Experience limited to receiving predetermined requirements without direct engagement with users or process owners does not satisfy this requirement.

Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications where the work demonstrates the required competencies.

6. Data Integration and Lightweight Technical Development: Demonstrated hands-on experience within the last five years, including at least one example within the last twenty-four months, personally extending, integrating, or supporting digital applications or workflows using technical methods beyond basic platform configuration.

Across the candidate's examples, experience shall include at least two of the following:

1. REST or other APIs;
2. relational databases or SQL;
3. webhooks or web services;
4. structured data exchange between applications;
5. Python, JavaScript, TypeScript, Java, C#, or another general-purpose programming or scripting language;
6. custom scripts, functions, extensions, or components within a configurable platform, with the candidate identifying the artifact and describing the logic or function personally implemented; or
7. another identified enterprise application or data-integration mechanism, with the candidate naming the application or mechanism used.

At least one of the two minimum claimed technical areas must be drawn from items 1 through 5. The second claimed area must be drawn from items 1 through 6. Item 7 may demonstrate additional breadth but does not satisfy either of the two minimum technical areas.

At least one qualifying example shall use or integrate with an existing enterprise, authoritative, or system-of-record data source or service owned and maintained by another organization or system, rather than relying solely on a newly created standalone data store for the prototype.

The candidate shall identify the applications or data sources involved, technical mechanism used, personal contribution, business or prototype requirement supported, ownership or source of the enterprise or authoritative data where applicable and briefly describe how each claimed technical method was personally applied.

Experience limited solely to manually importing or exporting files, configuring basic forms, or using preconfigured platform connectors without additional integration or technical logic does not satisfy this requirement.

Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications where the work demonstrates the required competencies.

7. Operational Pilot, User Testing, and Iterative Improvement: Demonstrated hands-on experience within the last five years, including at least one example within the last twenty-four months, conducting user testing or operational pilot activity for a personally developed digital application, workflow, or prototype.

The candidate shall demonstrate at least two examples in which representative users tested or used the candidate's solution and the candidate personally collected or observed feedback, defects, usability issues, process effects, or changing requirements and subsequently modified the solution.

For each example, the candidate shall identify the user group, solution tested, nature of the testing or pilot activity, findings or feedback received, changes personally implemented, and resulting disposition or improvement.

Experience limited to demonstrations without representative user interaction or development without subsequent iteration does not satisfy this requirement.

Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications where the work demonstrates the required competencies.

8. Lifecycle Discipline and Delivery within Constrained Environments: Demonstrated hands-on experience within the last five years, including at least one example within the last twenty-four months, personally applying lifecycle, configuration, testing, security, or sustainment practices to rapidly developed digital applications, workflows, prototypes, or pilots.

The candidate shall demonstrate practical experience in at least three of the following:

1. source, version, or configuration control;
2. separation of development, test, pilot, or operational environments;
3. controlled deployment or promotion between environments;
4. management of application configuration, credentials, secrets, or service accounts;
5. dependency or integration documentation;
6. structured testing, defect tracking, or documented issue-and-resolution management, including lightweight methods appropriate to prototype or pilot activity;
7. application monitoring or logging; or

8. administrator or sustainment documentation.

The candidate's qualifying experience must include item 6 and at least one of items 1, 2, or 3.

The candidate shall briefly describe how each claimed area was personally applied.

The candidate shall also identify at least one example within the last twenty-four months in which security restrictions, platform limitations, licensing, network constraints, administrative permissions, hosting limitations, unavailable services, or comparable technical constraints required the candidate to modify the design or implementation of a digital solution. The candidate shall identify the constraint encountered, resulting design or implementation adjustment, and personal contribution.

General familiarity with software-development, security, testing, or governance concepts without evidence of personal application does not satisfy this requirement.

Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications where the work demonstrates the required competencies.

9. Transition to Enterprise Development or Scaling: Demonstrated experience within the last five years, including at least one qualifying example within the last three years, preparing a personally developed prototype, pilot, application, or workflow for continued development, production implementation, enterprise scaling, or sustainment by another developer, DevSecOps team, platform owner, system integrator, or operational support organization.

The candidate shall identify the solution, receiving individual or organization, transition purpose, candidate's personal role, and transition material provided.

The transition material shall have included at least three of the following:

1. functional requirements, user stories, or equivalent;
2. process or workflow design;
3. data model or data structures;
4. business rules or application logic;
5. integration or interface requirements;
6. configuration, source code, scripts, or technical implementation material;
7. test results or known defects;
8. known limitations, risks, or technical debt; or
9. deployment, hosting, security, or sustainment considerations.

Formal transfer between organizations is not required. Internal handover to another appropriately qualified development or support team satisfies this requirement.

Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications where the work demonstrates the required competencies.

10. Prototype Assessment and Decision Communication: Demonstrated experience within the last five years, including at least one example within the last three years, evaluating and communicating the results of a digital prototype, pilot, application, or workflow to managers, process owners, product owners, or other decision makers.

The candidate shall identify at least two examples in which they personally communicated findings concerning user feedback, operational value, technical feasibility, limitations, risks, implementation considerations, or recommended next steps.

For each example, the candidate shall identify the audience, solution or pilot assessed, evidence or findings communicated, and resulting recommendation or decision concerning continuation, revision, scaling, sustainment, or retirement.

Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications where the work demonstrates the required competencies.

Annex B

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 8 CONTRACTOR SUPPORT TO DIGITAL WORKFLOW PROTOTYPING & CITIZEN DEVELOPMENT

Company Name:

Proposed Candidate Name:

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

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

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. 1. Education or Relevant Professional Experience: A University/Bachelor's degree in Computer Science, Information Systems, Software Engineering, Engineering, Human-Centered Design, Business Process Management, Business Information Technology, or a closely related field; or a minimum of five years of directly relevant professional experience in lieu of the degree. Directly relevant professional experience shall include work in at least two of the following areas: low-code/no-code or configurable-application development; workflow automation; software or web application development; business-process digitization; rapid prototyping or minimum-viable-product development. Either the degree or experience-in-lieu route fully satisfies this qualification.	0 points: Does not meet either the stated degree or experience-in-lieu requirement. 5 points: Meets the qualification through either the stated degree or five years of directly relevant professional experience meeting all conditions of the qualification.		/5
2. Recent End-to-End Hands-On Digital Solution Delivery: Demonstrated recent experience personally developing digital applications, workflows, prototypes, or pilots from identification of a user or business-process requirement through configuration or development, testing, user feedback, and operational use or pilot activity. The candidate shall demonstrate at least twelve calendar months within the last twenty-four months during which hands-on digital	0 points: Does not meet the minimum qualification or fails to provide the required month/year, approximate proportion of assigned duties devoted to hands-on development, business process addressed, personal technical contribution, technologies or platforms used, or user group. 1-6 points: Meets all conditions of the minimum qualification and demonstrates		/10

application, workflow, or prototype development constituted a substantial and recurring portion of the candidate's assigned duties, and at least one personally developed digital solution used by an identified user group as part of an active business process or operational pilot within the last eighteen months. The candidate shall identify the month and year of qualifying experience, approximate proportion of assigned duties devoted to hands-on development, business process addressed, personal technical contribution, technologies or platforms used, and user group. Experience limited to directing, supervising, managing, advising, governing, architecting, technical leadership, product ownership, programme management, coordinating, or overseeing development performed by others does not satisfy this requirement. Multiple components developed for the same user group to address the same business-process requirement shall be considered one example. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications where the work demonstrates the required competencies.	at least twelve qualifying calendar months within the last twenty-four months and one personally developed digital solution used by an identified user group as part of an active business process or operational pilot within the last eighteen months. 7-8 points: Meets all conditions of the 6-point level and demonstrates at least sixteen qualifying calendar months within the last twenty-four months and at least two personally developed digital solutions used by identified user groups as part of active business processes or operational pilots within the last twenty-four months. 9-10 points: Meets all conditions of the 8-point level and demonstrates at least twenty qualifying calendar months within the last twenty-four months and at least three personally developed digital solutions used by identified user groups as part of active business processes or operational pilots within the last twenty-four months.		
3. Non-Microsoft Low-Code, No-Code, or Configurable Application Development: Minimum of two years within the last five years, including hands-on development within the last twenty-four months, personally designing, configuring, building, testing, and deploying applications or workflows using non-Microsoft low-code, no-code, configurable-application, workflow, or comparable rapid-development platforms. The candidate shall demonstrate at least two personally developed applications or workflow solutions, including at least one used by an identified user group as part of an active business	0 points: Does not meet the minimum qualification, does not demonstrate the required two-platform breadth or solution complexity, or fails to provide the required platform or technology, business process, personal technical contribution, qualifying characteristics, user group, operational or pilot use, or description of how the claimed characteristics were personally implemented. 1-12 points: Meets all conditions of the minimum qualification and demonstrates two personally developed qualifying solutions using at		/20

process or operational pilot within the last twenty-four months and a second qualifying example within the last three years. Across the candidate's qualifying examples, the candidate shall demonstrate hands-on development using at least two distinct non-Microsoft rapid-development platforms, frameworks, or application-development technologies. The candidate is not required to demonstrate equal depth or duration of experience in each. At least one qualifying solution shall demonstrate three or more of the following characteristics, with at least one characteristic drawn from items 3, 5, or 7: (1) multiple workflow states, screens, forms, or user roles; (2) conditional or role-based behaviour; (3) structured data model or relationships between data entities; (4) custom validation, business rules, or workflow logic; (5) integration with more than one data source, service, or application; (6) automated routing, approvals, notifications, or task coordination; or (7) reusable components, scripts, extensions, or comparable application logic, with the candidate identifying the component, script, or extension and describing what it performed. For each example, the candidate shall identify the platform or technology used, business process addressed, personal technical contribution, qualifying characteristics, user group, and resulting operational or pilot use, and shall briefly describe how the claimed characteristics were personally implemented. Applications or workflows configured or developed primarily by others, basic forms or templates, or demonstration-only builds do not satisfy this requirement. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications where	least two distinct non-Microsoft platforms, frameworks, or application-development technologies, including at least one solution within the last twenty-four months and at least one solution satisfying the required three-characteristic complexity floor. 13-16 points: Meets all conditions of the 12-point level and demonstrates at least three personally developed qualifying solutions within the last three years using at least two distinct non-Microsoft platforms, frameworks, or application-development technologies, with at least two solutions satisfying the required three-characteristic complexity floor and at least two solutions used by identified user groups as part of active business processes or operational pilots. 17-20 points: Meets all conditions of the 16-point level and demonstrates at least four personally developed qualifying solutions within the last three years using at least two distinct non-Microsoft platforms, frameworks, or application-development technologies, with at least three solutions satisfying the required three-characteristic complexity floor and at least three solutions used by identified user groups as part of active business processes or operational pilots.		
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the work demonstrates the required competencies.			
4. Rapid Prototyping and Minimum Viable Solution Delivery: Demonstrated hands-on experience within the last five years, including at least one example within the last twenty-four months, rapidly translating an identified operational or business-process requirement into a testable digital proof of concept, prototype, minimum viable solution, or pilot. The candidate shall identify at least two examples in which they personally contributed to requirements discovery and personally developed the resulting prototype or pilot. At least one qualifying example shall have progressed from initial requirement or process discovery to a testable solution available to representative users within ninety calendar days or less. Across the two qualifying examples, at least one shall demonstrate at least two of the qualifying solution characteristics identified under Essential Qualification 3, including at least one characteristic from items 3, 5, or 7 of that qualification. The example demonstrating the required solution characteristics may be the same example that satisfies the ninety-day requirement or a different qualifying example. For each example, the candidate shall identify the initial requirement, timeframe from discovery to testable solution, personal contribution, platform or technologies used, users involved in testing, qualifying solution characteristics where applicable, and resulting disposition or next step. Experience involving only development against fully predetermined specifications without rapid iteration with users does	0 points: Does not meet the minimum qualification, does not demonstrate the required ninety-day delivery or solution complexity, or fails to provide the required initial requirement, delivery timeframe, personal contribution, platform or technologies used, users involved in testing, qualifying solution characteristics where applicable, or resulting disposition or next step. 1-9 points: Meets all conditions of the minimum qualification and demonstrates two qualifying prototype or pilot examples, including at least one delivered to representative users within ninety calendar days or less and at least one example satisfying the required solution-complexity characteristics. 10-12 points: Meets all conditions of the 9-point level and demonstrates at least three qualifying prototype or pilot examples within the last three years, including at least two delivered to representative users within ninety calendar days or less and at least two examples satisfying the required solution-complexity characteristics. 13-15 points: Meets all conditions of the 12-point level and demonstrates at least four qualifying prototype or pilot examples within the last three years, including at least three delivered to representative users within ninety calendar days or less and at least three examples satisfying the		/15

not satisfy this requirement. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications where the work demonstrates the required competencies.	required solution-complexity characteristics.		
5. Business Process Discovery and Workflow Redesign: Minimum of two years within the last five years, including at least one qualifying example within the last three years, working directly with operational users, process owners, managers, or information stakeholders to understand existing business processes and design digitally enabled future workflows. The candidate shall demonstrate at least two examples in which they personally analyzed an existing manual, spreadsheet-based, email-driven, document-centric, or otherwise fragmented process and identified user roles, process steps, handoffs, decisions, information requirements, pain points, and opportunities for redesign prior to development. For each example, the candidate shall identify the user or process-owner group, existing process or problem, findings from process discovery, proposed workflow changes, and resulting prototype, pilot, or digital solution. Experience limited to receiving predetermined requirements without direct engagement with users or process owners does not satisfy this requirement. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications where the work demonstrates the required competencies.	0 points: Does not meet the minimum qualification or fails to provide the required user or process-owner group, existing process or problem, findings from process discovery, proposed workflow changes, or resulting prototype, pilot, or digital solution for the qualifying examples. 1-4 points: Meets all conditions of the minimum qualification and demonstrates two qualifying examples, including at least one within the last three years. 5-6 points: Meets all conditions of the 4-point level and demonstrates at least three qualifying examples within the last three years involving at least two separate user or process-owner groups. 7 points: Meets all conditions of the 6-point level and demonstrates at least four qualifying examples within the last three years involving at least three separate user or process-owner groups.		/7
6. Data Integration and Lightweight Technical Development: Demonstrated hands-on experience within the last five years, including at least one example within the last twenty-four months, personally	0 points: Does not meet the minimum qualification, does not demonstrate the required technical areas or authoritative-source integration, or fails to provide the required applications or		/15

extending, integrating, or supporting digital applications or workflows using technical methods beyond basic platform configuration. Across the candidate's examples, experience shall include at least two of the following: (1) REST or other APIs; (2) relational databases or SQL; (3) webhooks or web services; (4) structured data exchange between applications; (5) Python, JavaScript, TypeScript, Java, C#, or another general-purpose programming or scripting language; (6) custom scripts, functions, extensions, or components within a configurable platform, with the candidate identifying the artifact and describing the logic or function personally implemented; or (7) another identified enterprise application or data-integration mechanism, with the candidate naming the application or mechanism used. At least one of the two minimum claimed technical areas must be drawn from items 1 through 5. The second claimed area must be drawn from items 1 through 6. Item 7 may demonstrate additional breadth but does not satisfy either of the two minimum technical areas. At least one qualifying example shall use or integrate with an existing enterprise, authoritative, or system-of-record data source or service owned and maintained by another organization or system, rather than relying solely on a newly created standalone data store for the prototype. The candidate shall identify the applications or data sources involved, technical mechanism used, personal contribution, business or prototype requirement supported, ownership or source of the enterprise or authoritative data where applicable, and briefly describe how each claimed technical method was personally applied. Experience limited solely to manually importing or exporting files,	data sources, technical mechanism, personal contribution, business or prototype requirement, authoritative-data ownership or source where applicable, or description of how the claimed technical methods were personally applied. 1-9 points: Meets all conditions of the minimum qualification and demonstrates at least two qualifying technical areas, with at least one drawn from items 1 through 5 and the second from items 1 through 6, including at least one qualifying example within the last twenty-four months and at least one integration with an existing enterprise, authoritative, or system-of-record source owned and maintained by another organization or system. 10-12 points: Meets all conditions of the 9-point level and demonstrates at least three qualifying technical areas, including at least two from items 1 through 5, across at least two qualifying examples within the last three years, with at least one example integrating an existing enterprise, authoritative, or system-of-record source. 13-15 points: Meets all conditions of the 12-point level and demonstrates at least four qualifying technical areas, including at least three from items 1 through 5, across at least three qualifying examples within the last three years, with at least two examples integrating existing enterprise, authoritative, or system-of-record sources owned and maintained by another organization or system.		
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configuring basic forms, or using preconfigured platform connectors without additional integration or technical logic does not satisfy this requirement. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications where the work demonstrates the required competencies.			
7. Operational Pilot, User Testing, and Iterative Improvement: Demonstrated hands-on experience within the last five years, including at least one example within the last twenty-four months, conducting user testing or operational pilot activity for a personally developed digital application, workflow, or prototype. The candidate shall demonstrate at least two examples in which representative users tested or used the candidate's solution and the candidate personally collected or observed feedback, defects, usability issues, process effects, or changing requirements and subsequently modified the solution. For each example, the candidate shall identify the user group, solution tested, nature of the testing or pilot activity, findings or feedback received, changes personally implemented, and resulting disposition or improvement. Experience limited to demonstrations without representative user interaction or development without subsequent iteration does not satisfy this requirement. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications where the work demonstrates the required competencies.	0 points: Does not meet the minimum qualification or fails to provide the required user group, solution tested, nature of testing or pilot activity, findings or feedback received, changes personally implemented, or resulting disposition or improvement. 1-6 points: Meets all conditions of the minimum qualification and demonstrates two qualifying user-testing or operational-pilot examples, including at least one within the last twenty-four months. 7-8 points: Meets all conditions of the 6-point level and demonstrates at least three qualifying examples within the last three years involving at least two different user groups, with changes personally implemented following each example. 9-10 points: Meets all conditions of the 8-point level and demonstrates at least four qualifying examples within the last three years involving at least three different user groups, with changes personally implemented following each example.		/10

8. Lifecycle Discipline and Delivery within Constrained Environments: Demonstrated hands-on experience within the last five years, including at least one example within the last twenty-four months, personally applying lifecycle, configuration, testing, security, or sustainment practices to rapidly developed digital applications, workflows, prototypes, or pilots. The candidate shall demonstrate practical experience in at least three of the following: (1) source, version, or configuration control; (2) separation of development, test, pilot, or operational environments; (3) controlled deployment or promotion between environments; (4) management of application configuration, credentials, secrets, or service accounts; (5) dependency or integration documentation; (6) structured testing, defect tracking, or documented issue-and-resolution management, including lightweight methods appropriate to prototype or pilot activity; (7) application monitoring or logging; or (8) administrator or sustainment documentation. The candidate's qualifying experience must include item 6 and at least one of items 1, 2, or 3. The candidate shall briefly describe how each claimed area was personally applied. The candidate shall also identify at least one example within the last twenty-four months in which security restrictions, platform limitations, licensing, network constraints, administrative permissions, hosting limitations, unavailable services, or comparable technical constraints required the candidate to modify the design or implementation of a digital solution. The candidate shall identify the constraint encountered, resulting design or implementation adjustment, and personal contribution. General familiarity with software-development, security, testing, or governance	0 points: Does not meet the minimum qualification, does not demonstrate item 6 and at least one of items 1 through 3, does not provide the required constrained-environment example within the last twenty-four months, or fails to describe how the claimed lifecycle areas were personally applied or identify the constraint, resulting design or implementation adjustment, and personal contribution. 1-5 points: Meets all conditions of the minimum qualification by demonstrating at least three listed lifecycle areas, including item 6 and at least one of items 1 through 3, and one qualifying constrained-environment example within the last twenty-four months. 6-7 points: Meets all conditions of the 5-point level and demonstrates at least four listed lifecycle areas, including item 6 and at least two of items 1 through 3, and at least one qualifying constrained-environment example within the last twenty-four months. 8 points: Meets all conditions of the 7-point level and demonstrates at least five listed lifecycle areas, including item 6 and at least two of items 1 through 3, and at least two qualifying constrained-environment examples within the last three years, including at least one within the last twenty-four months.		/8
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concepts without evidence of personal application does not satisfy this requirement. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications where the work demonstrates the required competencies.			
9. Transition to Enterprise Development or Scaling: Demonstrated experience within the last five years, including at least one qualifying example within the last three years, preparing a personally developed prototype, pilot, application, or workflow for continued development, production implementation, enterprise scaling, or sustainment by another developer, DevSecOps team, platform owner, system integrator, or operational support organization. The candidate shall identify the solution, receiving individual or organization, transition purpose, candidate's personal role, and transition material provided. The transition material shall have included at least three of the following: (1) functional requirements, user stories, or equivalent; (2) process or workflow design; (3) data model or data structures; (4) business rules or application logic; (5) integration or interface requirements; (6) configuration, source code, scripts, or technical implementation material; (7) test results or known defects; (8) known limitations, risks, or technical debt; or (9) deployment, hosting, security, or sustainment considerations. Formal transfer between organizations is not required. Internal handover to another appropriately qualified development or support team satisfies this requirement. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications where the work	0 points: Does not meet the minimum qualification or fails to provide the required solution, receiving individual or organization, transition purpose, personal role, transition material, or at least three of the listed transition-material elements. 1-3 points: Meets all conditions of the minimum qualification and demonstrates one qualifying transition within the last three years that included at least three listed transition-material elements. 4 points: Meets all conditions of the 3-point level and demonstrates at least two qualifying transitions within the last five years, including at least one within the last three years, with each transition including at least three listed transition-material elements. 5 points: Meets all conditions of the 4-point level and demonstrates at least three qualifying transitions within the last five years, including at least two within the last three years, with at least one transition including five or more of the listed transition-material elements.		/5

demonstrates the required competencies.			
10. Prototype Assessment and Decision Communication: Demonstrated experience within the last five years, including at least one example within the last three years, evaluating and communicating the results of a digital prototype, pilot, application, or workflow to managers, process owners, product owners, or other decision makers. The candidate shall identify at least two examples in which they personally communicated findings concerning user feedback, operational value, technical feasibility, limitations, risks, implementation considerations, or recommended next steps. For each example, the candidate shall identify the audience, solution or pilot assessed, evidence or findings communicated, and resulting recommendation or decision concerning continuation, revision, scaling, sustainment, or retirement. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications where the work demonstrates the required competencies.	0 points: Does not meet the minimum qualification or fails to provide the required audience, solution or pilot assessed, evidence or findings communicated, or resulting recommendation or decision. 1-3 points: Meets all conditions of the minimum qualification and demonstrates two qualifying examples, including at least one within the last three years. 4 points: Meets all conditions of the 3-point level and demonstrates at least three qualifying examples within the last three years involving at least two separate manager, process-owner, product-owner, or decision-maker groups. 5 points: Meets all conditions of the 4-point level and demonstrates at least four qualifying examples within the last three years involving at least three separate manager, process-owner, product-owner, or decision-maker groups.		/5

LABOR CATEGORY 9 - CONTRACTOR SUPPORT TO MICROSOFT 365 SHAREPOINT & POWER PLATFORM DEVELOPMENT / ADMINISTRATION

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

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 January 2027 – 31 December 2027, Option Period One: 1 January 2028 – 31 December 2028, Option Period Two: 1 January 2029 – 31 December 2029, Option Period Three: 1 January 2030 – 31 December 2030, Option Period Four: 1 January 2031 – 31 December 2031.

Labor Category Context: Provide hands-on Microsoft 365, SharePoint, and Power Platform development and administration support to digitize CAPDEV work, information flows, collaboration, data collection, and recurring business processes across approved NATO Microsoft environments.

The contractor is expected to personally configure, develop, test, deploy, document, administer, troubleshoot, and improve SharePoint and Power Platform solutions in direct collaboration with operational users.

This requirement combines SharePoint administration and information management with hands-on workflow and application development. It is not primarily for SharePoint content administration, Microsoft 365 governance advisory, enterprise architecture, programme management, or supervision of development performed by others.

The objective is to replace or materially reduce fragmented, manual, spreadsheet-intensive, email-driven, or document-centric CAPDEV processes with structured, usable, maintainable digital workflows using available Microsoft enterprise capabilities.

Taskings:

1. Support CAPDEV organizations through hands-on administration, configuration, development, and sustainment of Microsoft SharePoint, Microsoft 365, and Power Platform solutions.
2. Work directly with CAPDEV process owners, operational users, analysts, managers, and information stakeholders to understand existing work and information flows, identify user requirements, and determine appropriate opportunities for digitization or automation.
3. Administer, configure, maintain, and improve SharePoint sites, lists, libraries, content types, columns, metadata, views, permissions, navigation, and other site capabilities needed to support CAPDEV collaboration and digital workflows.
4. Design and implement SharePoint information structures that improve information organization, discoverability, controlled access, structured data capture, reuse, and management of authoritative information.
5. Design, develop, test, deploy, and maintain Power Apps applications that replace or materially reduce manual forms, spreadsheet-based data collection, email coordination, or other fragmented CAPDEV business processes.

6. Design, develop, test, deploy, and maintain Power Automate workflows supporting approvals, notifications, routing, task coordination, data synchronization, document handling, status management, and other repeatable CAPDEV processes.
7. Develop integrated solutions combining SharePoint, Microsoft Lists, Power Apps, Power Automate, Dataverse where available, and other approved Microsoft services or connectors as required by the operational need.
8. Configure forms, business rules, validation, workflow states, role-based access, views, and other application logic required to translate CAPDEV business processes into usable digital workflows.
9. Integrate Microsoft 365 and Power Platform solutions with approved data sources, services, or enterprise applications through available connectors, APIs, data gateways, structured file exchange, or other authorized mechanisms where technically supported.
10. Support digitization and information-management requirements across approved NATO Microsoft 365 and SharePoint environments, including secure, classified, restricted, or capability-limited environments, using the platform capabilities, connectors, administrative permissions, and licensing available within each environment.
11. Apply appropriate SharePoint and Power Platform development, administration, and lifecycle-management practices, including development and production separation where supported, solution packaging, versioning, configuration control, ownership, permissions management, testing, documentation, and controlled deployment.
12. Troubleshoot SharePoint, Power Apps, Power Automate, and related Microsoft 365 issues; identify root causes; implement corrective actions within delegated authority; and coordinate with enterprise service providers when resolution requires platform-level support.
13. Conduct user testing and iteratively improve applications, workflows, and SharePoint configurations based on operational use, stakeholder feedback, technical findings, and changes to information or process requirements.
14. Document SharePoint configurations, application logic, workflow logic, data structures, permissions, dependencies, integrations, operating procedures, and administrative requirements sufficiently to support transparency, sustainment, transition, and continued operation.
15. Develop user guidance, administrator documentation, and transition materials and provide practical knowledge transfer to CAPDEV personnel or designated sustainment organizations as required.
16. Assess the effect of digitized workflows on factors such as processing time, manual coordination effort, information completeness, data quality, workflow visibility, traceability, and usability.
17. Advise the COTR when a requirement is appropriate for local Microsoft 365 or Power Platform implementation and when technical complexity, security, scale, integration, or sustainment considerations warrant transition to an enterprise development or scaling organization.
18. Support transition of successful locally developed applications and workflows to enduring enterprise platforms, platform owners, development teams, or designated scaling organizations when required.

19. Perform additional tasks as required by the COTR that are directly related to this labor category and do not constitute a materially different labor requirement.

Essential Qualifications

1. Education or Relevant Professional Experience: A University/Bachelor's degree in Computer Science, Information Systems, Software Engineering, Business Information Technology, Engineering, or a closely related field; or a minimum of five years of directly relevant professional experience in lieu of the degree. Directly relevant professional experience shall include work in at least two of the following areas: Microsoft SharePoint administration or development; Microsoft Power Apps development; Microsoft Power Automate development; Microsoft 365 business-process digitization. Either the degree or experience-in-lieu route fully satisfies this qualification.

2. Recent End-to-End Hands-On Microsoft Solution Delivery: Demonstrated recent experience personally developing and deploying Microsoft 365 or Power Platform solutions from identification of a user or business-process requirement through configuration or development, testing, deployment, and operational use.

The candidate shall demonstrate at least twelve calendar months within the last twenty-four months during which hands-on Microsoft 365, SharePoint, or Power Platform configuration or development constituted a substantial and recurring portion of the candidate's assigned duties, and at least one personally developed solution used by an identified user group as part of an active business process within the last eighteen months.

The candidate shall identify the month and year of the qualifying experience, approximate proportion of assigned duties devoted to hands-on configuration or development, business process addressed, personal technical contribution, Microsoft technologies used, and user group.

Experience limited to directing, supervising, managing, advising, governing, coordinating, or overseeing development performed by others does not satisfy this requirement. Multiple components developed for the same user group to address the same business-process requirement shall be considered one example. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications where the work demonstrates the required competencies.

3. SharePoint Administration and Information Architecture: Minimum of two years within the last five years, including hands-on experience within the last twenty-four months, personally administering, configuring, developing, or sustaining Microsoft SharePoint environments supporting active user groups.

The candidate shall demonstrate hands-on experience with:

1. permissions or access controls;
2. either information architecture or content-type and metadata design; and
3. at least two additional areas from the following: site configuration; lists or libraries; columns; views; navigation; document-management configuration; site ownership or administration; information lifecycle or site-level governance.

The candidate shall provide at least one example within the last twenty-four months involving a SharePoint site or environment for which the candidate personally performed administrative responsibilities and shall identify:

- whether the environment was SharePoint Online, SharePoint Server, or another Microsoft SharePoint deployment;
- the candidate's SharePoint role or delegated permission level, such as site owner, site collection administrator, SharePoint administrator, or equivalent;
- the active user group supported; and
- a brief description of how each claimed administration or information-architecture area was personally applied.

Experience limited to uploading content, editing pages, creating lists within a site administered by others, or routine document maintenance does not satisfy this requirement. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications.

4. Microsoft Power Apps Development: Minimum of two years within the last five years, including hands-on development within the last twenty-four months, personally designing, building, testing, and deploying Microsoft Power Apps applications supporting operational business processes.

The candidate shall demonstrate at least two personally developed Power Apps applications, including at least one used by an identified user group as part of an active business process within the last twenty-four months.

At least one qualifying application shall demonstrate two or more of the following characteristics, with at least one characteristic drawn from items 1, 2, or 4:

1. multiple screens or multiple distinct forms;
2. conditional or role-based application behaviour;
3. custom validation or business logic beyond default source-system field or column rules;
4. reading from or writing to more than one data source, table, or structured data entity;
5. use of variables, collections, reusable components, or comparable application logic supporting the operational workflow.

A customized SharePoint list form, single-screen data-entry template, cosmetic modification, or routine maintenance activity does not by itself satisfy this requirement unless it demonstrates the required qualifying characteristics above.

For each example, the candidate shall identify the business process addressed, personal technical contribution, primary data source, application approach used, qualifying application characteristics, and user group, and shall briefly describe how the claimed characteristics were personally implemented.

Experience limited to governance, administration, supervising developers, or maintaining applications developed by others does not satisfy this requirement. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications.

5. Microsoft Power Automate Development: Minimum of two years within the last five years, including hands-on development within the last twenty-four months, personally designing,

building, testing, and deploying Microsoft Power Automate workflows supporting operational business processes.

The candidate shall demonstrate at least two personally developed automated workflows, including at least one used by an identified user group as part of an active business process within the last twenty-four months.

At least one qualifying workflow shall include one or more of the following beyond a simple single-action notification:

1. approvals;
2. conditional branching;
3. loops or iterative processing;
4. scheduled or recurring execution combined with at least one other qualifying element in this list;
5. data synchronization or movement between sources;
6. document generation, processing, or routing; or
7. comparable multi-step workflow logic consisting of multiple automated actions or decision steps, which the candidate shall describe.

The candidate shall identify the business process addressed, personal technical contribution, workflow trigger, qualifying workflow logic, systems or data sources involved, and user group, and shall briefly describe how the claimed workflow elements were personally implemented.

Experience limited to governance, administration, supervising developers, or maintaining workflows developed by others does not satisfy this requirement. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications.

6. Integrated SharePoint and Power Platform Solution Development: Demonstrated hands-on experience within the last twenty-four months personally developing at least one operational solution that combined SharePoint, Power Apps, and Power Automate within a single business process.

The SharePoint component shall include one or more configured information-management elements supporting the business process, such as defined columns, content types, metadata, structured lists or libraries, or permissions/access controls.

The Power Apps component must independently demonstrate the application complexity required under Essential Qualification 4. The Power Automate component must independently demonstrate the workflow complexity required under Essential Qualification 5.

The candidate shall identify the business process addressed, SharePoint components used, Power Apps functionality, Power Automate functionality, personal technical contribution, and the identified user group using the solution as part of an active business process.

Experience with SharePoint, Power Apps, and Power Automate on unrelated projects does not satisfy this requirement. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications where the same solution demonstrates the required competencies.

7. Business Process Analysis, Digitization, and Requirements Elicitation: Minimum of two years within the last five years, including at least one qualifying example within the last three years, working directly with operational users, process owners, managers, or information stakeholders to understand existing business processes and translate requirements into digital workflows or applications.

The candidate shall identify at least two examples in which they personally elicited user or process requirements and analyzed an existing manual, spreadsheet-based, email-driven, document-centric, or otherwise fragmented process prior to digitization.

For each example, the candidate shall identify the user or process-owner group, existing process or problem, requirements identified, and resulting digital workflow or application design.

Experience limited to receiving predetermined technical requirements without direct engagement with users or process owners does not satisfy this requirement. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications.

8. Microsoft 365 and Power Platform Data Integration: Demonstrated hands-on experience within the last five years, including at least one example within the last twenty-four months, personally integrating Microsoft 365 or Power Platform solutions with structured data or enterprise services.

Across the candidate's examples, experience shall include at least two of the following:

1. SharePoint lists or libraries;
2. Microsoft Lists;
3. Dataverse;
4. standard or premium Power Platform connectors;
5. APIs;
6. Microsoft Graph;
7. SQL or another relational data source;
8. data gateways; or
9. another identified enterprise application or structured data source.

At least one of the two claimed areas must be drawn from items 3 through 9. Experience solely connecting applications or workflows to one or more SharePoint or Microsoft Lists data sources does not satisfy this requirement.

The candidate shall identify the systems or data sources connected, integration mechanism used, personal technical contribution, business process supported and briefly describe how each claimed integration area was personally applied.

Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications where the same solution demonstrates the required competencies.

9. Solution Lifecycle, Configuration Management, and Delivery within Constrained Environments: Demonstrated hands-on experience within the last five years, including at least one example within the last twenty-four months, personally applying lifecycle-management, configuration, deployment, or sustainment practices to Microsoft SharePoint or Power Platform solutions.

The candidate shall demonstrate practical experience in at least three of the following areas:

1. separation of development, test, or production environments;
2. Power Platform solution packaging or solution management;
3. deployment or promotion of solutions between environments;
4. version or configuration control;
5. ownership, connection-reference, or service-account management;
6. dependency documentation;
7. application or flow monitoring; or
8. administrator or sustainment documentation.

At least one of the three claimed areas must be drawn from items 1, 2, or 3.

The candidate shall briefly describe how each claimed area was personally applied.

The candidate shall also identify at least one example in which platform capability, licensing, connector availability, security restrictions, delegated administrative permissions, network limitations, or comparable technical constraints required the candidate to adapt a Microsoft solution to the capabilities actually available within the environment. The candidate shall identify the constraint encountered, resulting design or implementation adjustment, and personal contribution.

General familiarity with Power Platform governance or lifecycle concepts without evidence of personal application does not satisfy this requirement. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications where the same solution demonstrates the required competencies.

10. Troubleshooting and Operational Support: Minimum of two years within the last five years, including hands-on troubleshooting within the last twenty-four months, personally diagnosing and resolving SharePoint, Power Apps, Power Automate, or related Microsoft 365 issues affecting solutions used by operational users.

The candidate shall identify at least two examples in which they diagnosed and resolved a technical, configuration, permissions, data, workflow, application, or integration issue and shall identify the affected technology, problem encountered, candidate's personal troubleshooting actions, resolution, and resulting restoration or improvement of service.

Experience limited to logging incidents, coordinating support, or escalating issues without personally performing technical diagnosis or corrective action does not satisfy this requirement. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications.

11. Transition, Documentation, and Knowledge Transfer: Demonstrated experience within the last five years, including at least one qualifying example within the last three years, documenting and transferring a SharePoint, Power Apps, Power Automate, or integrated Microsoft 365 solution for continued operation, administration, or maintenance by another developer, administrator, support team, platform owner, or operational organization.

The candidate shall identify the solution, receiving individual or team, documentation or transition material provided, and the candidate's personal role in the transition.

Formal transfer between organizations is not required. Internal handover to another appropriately qualified individual or team satisfies this requirement. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications where the same solution demonstrates the required competencies.

Annex B

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 9 CONTRACTOR SUPPORT TO MICROSOFT 365 SHAREPOINT & POWER PLATFORM DEVELOPMENT / ADMINISTRATION

Company Name:

Proposed Candidate Name:

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

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

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. Education or Relevant Professional Experience: A University/Bachelor's degree in Computer Science, Information Systems, Software Engineering, Business Information Technology, Engineering, or a closely related field; or a minimum of five years of directly relevant professional experience in lieu of the degree. Directly relevant professional experience shall include work in at least two of the following areas: Microsoft SharePoint administration or development; Microsoft Power Apps development; Microsoft Power Automate development; Microsoft 365 business-process digitization. Either the degree or experience-in-lieu route fully satisfies this qualification.	0 points: Does not meet either the stated degree or experience-in-lieu requirement. 5 points: Meets the qualification through either the stated degree or five years of directly relevant professional experience meeting all conditions of the qualification.		/5
2. Recent End-to-End Hands-On Microsoft Solution Delivery: Demonstrated recent experience personally developing and deploying Microsoft 365 or Power Platform solutions from identification of a user or business-process requirement through configuration or development, testing, deployment, and operational use. The candidate shall demonstrate at least twelve calendar months within the last twenty-four months during which hands-on Microsoft 365, SharePoint,	0 points: Does not meet the minimum qualification or fails to provide the required month/year, approximate proportion of assigned duties devoted to hands-on configuration or development, business process addressed, personal technical contribution, Microsoft technologies used, or user group. 1-6 points: Meets all conditions of the minimum qualification and demonstrates at least twelve qualifying calendar months within the last twenty-four		/10

or Power Platform configuration or development constituted a substantial and recurring portion of the candidate's assigned duties, and at least one personally developed solution used by an identified user group as part of an active business process within the last eighteen months. The candidate shall identify the month and year of the qualifying experience, approximate proportion of assigned duties devoted to hands-on configuration or development, business process addressed, personal technical contribution, Microsoft technologies used, and user group. Experience limited to directing, supervising, managing, advising, governing, coordinating, or overseeing development performed by others does not satisfy this requirement. Multiple components developed for the same user group to address the same business-process requirement shall be considered one example. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications where the work demonstrates the required competencies.	months and one personally developed solution used by an identified user group as part of an active business process within the last eighteen months. 7-8 points: Meets all conditions of the 6-point level and demonstrates at least sixteen qualifying calendar months within the last twenty-four months and at least two personally developed solutions used by identified user groups as part of active business processes within the last twenty-four months. 9-10 points: Meets all conditions of the 8-point level and demonstrates at least twenty qualifying calendar months within the last twenty-four months and at least three personally developed solutions used by identified user groups as part of active business processes within the last twenty-four months.		
3. SharePoint Administration and Information Architecture: Minimum of two years within the last five years, including hands-on experience within the last twenty-four months, personally administering, configuring, developing, or sustaining Microsoft SharePoint environments supporting active user groups. The candidate shall demonstrate hands-on experience with: (1) permissions or access controls; (2) either information architecture or content-type and metadata design; and (3) at least two additional areas from the following: site configuration; lists or libraries; columns; views;	0 points: Does not meet the minimum qualification, including the required permissions/access-control and information-architecture or content-type/metadata experience, or fails to provide the required SharePoint deployment type, candidate role or delegated permission level, active user group, or description of how the claimed administration or information-architecture areas were personally applied. 1-9 points: Meets all conditions of the minimum qualification and demonstrates the two mandatory areas plus at least two additional listed areas, with at least one		/15

navigation; document-management configuration; site ownership or administration; information lifecycle or site-level governance. The candidate shall provide at least one example within the last twenty-four months involving a SharePoint site or environment for which the candidate personally performed administrative responsibilities and shall identify: whether the environment was SharePoint Online, SharePoint Server, or another Microsoft SharePoint deployment; the candidate's SharePoint role or delegated permission level, such as site owner, site collection administrator, SharePoint administrator, or equivalent; the active user group supported; and a brief description of how each claimed administration or information-architecture area was personally applied. Experience limited to uploading content, editing pages, creating lists within a site administered by others, or routine document maintenance does not satisfy this requirement. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications.	qualifying SharePoint administrative example within the last twenty-four months. 10-12 points: Meets all conditions of the 9-point level and demonstrates the two mandatory areas plus at least three additional listed areas and at least two qualifying SharePoint administrative examples within the last three years. Each example must identify the SharePoint deployment type, candidate role or delegated permission level, active user group, and the administration or information-architecture areas personally applied. 13-15 points: Meets all conditions of the 12-point level and demonstrates the two mandatory areas plus at least four additional listed areas and at least three qualifying SharePoint administrative examples within the last three years. Each example must identify the SharePoint deployment type, candidate role or delegated permission level, active user group, and the administration or information-architecture areas personally applied.		
4. Microsoft Power Apps Development: Minimum of two years within the last five years, including hands-on development within the last twenty-four months, personally designing, building, testing, and deploying Microsoft Power Apps applications supporting operational business processes. The candidate shall demonstrate at least two personally developed Power Apps applications, including at least one used by an identified user group as part of an active business process within the last twenty-four months. At least one qualifying application shall	0 points: Does not meet the minimum qualification, does not demonstrate the required application complexity, or fails to provide the required business process, personal technical contribution, primary data source, application approach, qualifying application characteristics, user group, or description of how the claimed characteristics were personally implemented. 1-9 points: Meets all conditions of the minimum qualification and demonstrates two personally developed Power Apps applications, including at least		/15

demonstrate two or more of the following characteristics, with at least one characteristic drawn from items 1, 2, or 4: (1) multiple screens or multiple distinct forms; (2) conditional or role-based application behaviour; (3) custom validation or business logic beyond default source-system field or column rules; (4) reading from or writing to more than one data source, table, or structured data entity; (5) use of variables, collections, reusable components, or comparable application logic supporting the operational workflow. A customized SharePoint list form, single-screen data-entry template, cosmetic modification, or routine maintenance activity does not by itself satisfy this requirement unless it demonstrates the required qualifying characteristics above. For each example, the candidate shall identify the business process addressed, personal technical contribution, primary data source, application approach used, qualifying application characteristics, and user group, and shall briefly describe how the claimed characteristics were personally implemented. Experience limited to governance, administration, supervising developers, or maintaining applications developed by others does not satisfy this requirement. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications.	one used by an identified user group as part of an active business process within the last twenty-four months and at least one application satisfying the required complexity characteristics. 10-12 points: Meets all conditions of the 9-point level and demonstrates at least three personally developed Power Apps applications within the last three years, of which at least two were used by identified user groups as part of active business processes and at least two satisfy the required complexity characteristics. The applications meeting the operational-use and complexity requirements may be the same applications. 13-15 points: Meets all conditions of the 12-point level and demonstrates at least four personally developed Power Apps applications within the last three years, of which at least three were used by identified user groups as part of active business processes and at least three satisfy the required complexity characteristics. The applications meeting the operational-use and complexity requirements may be the same applications.		
5. Microsoft Power Automate Development: Minimum of two years within the last five years, including hands-on development within the last twenty-four months, personally designing, building, testing, and deploying Microsoft Power Automate workflows supporting operational business processes. The candidate	0 points: Does not meet the minimum qualification, does not demonstrate the required workflow complexity, or fails to provide the required business process, personal technical contribution, workflow trigger, qualifying workflow logic, systems or data sources involved, user group, or description of how the claimed		/12

shall demonstrate at least two personally developed automated workflows, including at least one used by an identified user group as part of an active business process within the last twenty-four months. At least one qualifying workflow shall include one or more of the following beyond a simple single-action notification: (1) approvals; (2) conditional branching; (3) loops or iterative processing; (4) scheduled or recurring execution combined with at least one other qualifying element in this list; (5) data synchronization or movement between sources; (6) document generation, processing, or routing; or (7) comparable multi-step workflow logic consisting of multiple automated actions or decision steps, which the candidate shall describe. The candidate shall identify the business process addressed, personal technical contribution, workflow trigger, qualifying workflow logic, systems or data sources involved, and user group, and shall briefly describe how the claimed workflow elements were personally implemented. Experience limited to governance, administration, supervising developers, or maintaining workflows developed by others does not satisfy this requirement. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications.	workflow elements were personally implemented. 1-7 points: Meets all conditions of the minimum qualification and demonstrates two personally developed Power Automate workflows, including at least one used by an identified user group as part of an active business process within the last twenty-four months and at least one satisfying the required workflow-complexity characteristics. 8-10 points: Meets all conditions of the 7-point level and demonstrates at least three personally developed workflows within the last three years, including at least two used by identified user groups as part of active business processes and collectively demonstrating at least two different qualifying workflow characteristics. 11-12 points: Meets all conditions of the 10-point level and demonstrates at least four personally developed workflows within the last three years, including at least three used by identified user groups as part of active business processes and collectively demonstrating at least three different qualifying workflow characteristics. For purposes of the 10- and 12-point levels, scheduled or recurring execution under item 4, together with the additional qualifying element required by item 4, shall be counted as one qualifying workflow characteristic.		
6. Integrated SharePoint and Power Platform Solution Development: Demonstrated hands-on experience within the last twenty-four months personally developing at least one operational solution that combined SharePoint, Power Apps, and Power Automate within a single business process. The SharePoint component	0 points: Does not meet the minimum qualification, the Power Apps or Power Automate component does not independently meet the complexity requirements of Essential Qualifications 4 and 5, or the candidate fails to identify the required business process, SharePoint components, Power Apps functionality, Power		/15

shall include one or more configured information-management elements supporting the business process, such as defined columns, content types, metadata, structured lists or libraries, or permissions/access controls. The Power Apps component must independently demonstrate the application complexity required under Essential Qualification 4. The Power Automate component must independently demonstrate the workflow complexity required under Essential Qualification 5. The candidate shall identify the business process addressed, SharePoint components used, Power Apps functionality, Power Automate functionality, personal technical contribution, and the identified user group using the solution as part of an active business process. Experience with SharePoint, Power Apps, and Power Automate on unrelated projects does not satisfy this requirement. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications where the same solution demonstrates the required competencies.	Automate functionality, personal technical contribution, or operational user group. 1-9 points: Meets all conditions of the minimum qualification and demonstrates one qualifying integrated SharePoint, Power Apps, and Power Automate solution within the last twenty-four months used by an identified user group as part of an active business process. 11-12 points: Meets all conditions of the 9-point level and demonstrates at least two qualifying integrated solutions within the last three years, including at least one within the last twenty-four months, supporting two distinct business processes. 13-15 points: Meets all conditions of the 12-point level and demonstrates at least two qualifying integrated solutions within the last twenty-four months supporting two distinct business processes and identified user groups.		
7. Business Process Analysis, Digitization, and Requirements Elicitation: Minimum of two years within the last five years, including at least one qualifying example within the last three years, working directly with operational users, process owners, managers, or information stakeholders to understand existing business processes and translate requirements into digital workflows or applications. The candidate shall identify at least two examples in which they personally elicited user or process requirements and analyzed an existing manual, spreadsheet-based, email-driven,	0 points: Does not meet the minimum qualification or fails to provide the required user or process-owner group, existing process or problem, requirements identified, or resulting digital workflow or application design for the qualifying examples. 1-3 points: Meets all conditions of the minimum qualification and demonstrates two qualifying examples, including at least one within the last three years. 4 points: Meets all conditions of the 3-point level and demonstrates at least three qualifying examples within the		/5

document-centric, or otherwise fragmented process prior to digitization. For each example, the candidate shall identify the user or process-owner group, existing process or problem, requirements identified, and resulting digital workflow or application design. Experience limited to receiving predetermined technical requirements without direct engagement with users or process owners does not satisfy this requirement. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications.	last three years involving at least two separate user or process-owner groups. 5 points: Meets all conditions of the 4-point level and demonstrates at least four qualifying examples within the last three years involving at least three separate user or process-owner groups.		
8. Microsoft 365 and Power Platform Data Integration: Demonstrated hands-on experience within the last five years, including at least one example within the last twenty-four months, personally integrating Microsoft 365 or Power Platform solutions with structured data or enterprise services. Across the candidate's examples, experience shall include at least two of the following: (1) SharePoint lists or libraries; (2) Microsoft Lists; (3) Dataverse; (4) standard or premium Power Platform connectors; (5) APIs; (6) Microsoft Graph; (7) SQL or another relational data source; (8) data gateways; or (9) another identified enterprise application or structured data source. At least one of the two claimed areas must be drawn from items 3 through 9. Experience solely connecting applications or workflows to one or more SharePoint or Microsoft Lists data sources does not satisfy this requirement. The candidate shall identify the systems or data sources connected, integration mechanism used, personal technical contribution, business process supported, and briefly describe how	0 points: Does not meet the minimum qualification, including the requirement that at least one claimed integration area be drawn from items 3 through 9, or fails to identify the required systems or data sources, integration mechanism, personal technical contribution, business process supported, or description of how the claimed integration areas were personally applied. 1-3 points: Meets all conditions of the minimum qualification and demonstrates experience with at least two listed integration areas, including at least one from items 3 through 9 and at least one qualifying example within the last twenty-four months. The required integration areas may be demonstrated across different qualifying examples. 4 points: Meets all conditions of the 3-point level and demonstrates experience with at least three listed integration areas, including at least two from items 3 through 9, across at least two qualifying examples within the last three years. The integration areas may be demonstrated across different qualifying examples.		/5

each claimed integration area was personally applied. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications where the same solution demonstrates the required competencies.	5 points: Meets all conditions of the 4-point level and demonstrates experience with at least four listed integration areas, including at least three from items 3 through 9, across at least three qualifying examples within the last three years. The integration areas may be demonstrated across different qualifying examples.		
9. Solution Lifecycle, Configuration Management, and Delivery within Constrained Environments: Demonstrated hands-on experience within the last five years, including at least one example within the last twenty-four months, personally applying lifecycle-management, configuration, deployment, or sustainment practices to Microsoft SharePoint or Power Platform solutions. The candidate shall demonstrate practical experience in at least three of the following areas: (1) separation of development, test, or production environments; (2) Power Platform solution packaging or solution management; (3) deployment or promotion of solutions between environments; (4) version or configuration control; (5) ownership, connection-reference, or service-account management; (6) dependency documentation; (7) application or flow monitoring; or (8) administrator or sustainment documentation. At least one of the three claimed areas must be drawn from items 1, 2, or 3. The candidate shall briefly describe how each claimed area was personally applied. The candidate shall also identify at least one example in which platform capability, licensing, connector availability, security restrictions, delegated administrative permissions, network limitations, or comparable technical constraints required the candidate to adapt a Microsoft solution to the capabilities	0 points: Does not meet the minimum qualification, does not demonstrate at least one of items 1 through 3, does not provide the required constrained-environment example, or fails to identify the constraint encountered, resulting design or implementation adjustment, personal contribution, or how the claimed lifecycle areas were personally applied. 1-5 points: Meets all conditions of the minimum qualification by demonstrating at least three listed lifecycle areas, including at least one from items 1 through 3, and one qualifying example in which a Microsoft solution was adapted to documented platform, licensing, connector, security, administrative-permission, network, or comparable technical constraints. 6-7 points: Meets all conditions of the 5-point level and demonstrates at least four listed lifecycle areas, including at least two from items 1 through 3, and at least one qualifying constrained-environment example within the last twenty-four months. 8 points: Meets all conditions of the 7-point level and demonstrates at least five listed lifecycle areas, including at least two from items 1 through 3, and at least two qualifying constrained-environment examples within the last three years, including at least one		/8

actually available within the environment. The candidate shall identify the constraint encountered, resulting design or implementation adjustment, and personal contribution. General familiarity with Power Platform governance or lifecycle concepts without evidence of personal application does not satisfy this requirement. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications where the same solution demonstrates the required competencies.	within the last twenty-four months.		
10. Troubleshooting and Operational Support: Minimum of two years within the last five years, including hands-on troubleshooting within the last twenty-four months, personally diagnosing and resolving SharePoint, Power Apps, Power Automate, or related Microsoft 365 issues affecting solutions used by operational users. The candidate shall identify at least two examples in which they diagnosed and resolved a technical, configuration, permissions, data, workflow, application, or integration issue and shall identify the affected technology, problem encountered, candidate's personal troubleshooting actions, resolution, and resulting restoration or improvement of service. Experience limited to logging incidents, coordinating support, or escalating issues without personally performing technical diagnosis or corrective action does not satisfy this requirement. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications.	0 points: Does not meet the minimum qualification or fails to identify the required affected technology, problem encountered, personal troubleshooting actions, resolution, or resulting restoration or improvement of service for the qualifying examples. 1-3 points: Meets all conditions of the minimum qualification and demonstrates two qualifying troubleshooting examples, including hands-on troubleshooting within the last twenty-four months. 4 points: Meets all conditions of the 3-point level and demonstrates at least three qualifying troubleshooting examples within the last three years covering at least two of the following problem types: SharePoint site or configuration; Power Apps application logic; Power Automate workflow logic; permissions or access; data or integration; or solution deployment or configuration. 5 points: Meets all conditions of the 4-point level and demonstrates at least four qualifying troubleshooting examples within the last three years covering at least three of the following problem types:		/5

	SharePoint site or configuration; Power Apps application logic; Power Automate workflow logic; permissions or access; data or integration; or solution deployment or configuration.		
11. Transition, Documentation, and Knowledge Transfer: Demonstrated experience within the last five years, including at least one qualifying example within the last three years, documenting and transferring a SharePoint, Power Apps, Power Automate, or integrated Microsoft 365 solution for continued operation, administration, or maintenance by another developer, administrator, support team, platform owner, or operational organization. The candidate shall identify the solution, receiving individual or team, documentation or transition material provided, and the candidate's personal role in the transition. Formal transfer between organizations is not required. Internal handover to another appropriately qualified individual or team satisfies this requirement. Qualifying experience may overlap in time with experience used to satisfy other Essential Qualifications where the same solution demonstrates the required competencies.	0 points: Does not meet the minimum qualification or fails to identify the required solution, receiving individual or team, documentation or transition material provided, or candidate's personal role in the transition. 3 points: Meets all conditions of the minimum qualification and demonstrates one qualifying documented transition within the last three years. 4 points: Meets all conditions of the 3-point level and demonstrates at least two qualifying documented transitions within the last five years, including at least one within the last three years. 5 points: Meets all conditions of the 4-point level and demonstrates at least three qualifying documented transitions within the last five years, including at least two within the last three years.		/5

LABOR CATEGORY 10 (QMB): CONTRACTOR SUPPORT TO REQUIREMENTS TRACEABILITY

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

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 January 2027 – 31 December 2027, Option Period One: 1 January 2028 – 31 December 2028, Option Period Two: 1 January 2029 – 31 December 2029, Option Period Three: 1 January 2030 – 31 December 2030, Option Period Four: 1 January 2031 – 31 December 2031.

Background

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

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

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

2. The PRE&E Division executes all tasks and activities needed to support requirements management for NATO capabilities. The PRE&E Division develops requirements, provides traceability and quality assurance of requirements, manages requirements configuration baselines, undertakes requirements repository data integration, and implements options across DOTMLPFI in order to satisfy capability needs.

3. As part of this adapted organizational structure the Quality Management Office (QMO) will provide programme and project level engagement across the CAPDEV portfolios conducting independent Quality Assurance of process and Quality Control of products, management of corrective and preventative actions, analysis of lessons to inform continuous improvement and identification of requirements for digitization and automation of CAPDEV workflow process and tools.

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

Scope of Work

5. This position, as QMO quality assurance analyst will conduct independent process assurance reviews for compliance with process and standards to identify gaps, risks, ambiguities, and potential delivery issues early in the development lifecycle. The analyst will require excellent communication skills to manage corrective and preventative actions (CAPA) identified during process assurance and quality reviews: facilitate adjudication of recommendations, work

closely with stakeholders to ensure timely resolution and maintain alignment between CAPA and program risk management and lessons learned processes. With excellent written communications they shall produce scheduled and ad-hoc independent quality assurance reports to inform program directors, IPT, core team members and other stakeholders including leadership. For assigned capabilities the QA analyst will independently assure data quality and traceability of capability life cycle management information and facilitate automation and digitization by identifying and documenting business requirements and supporting the implementation of approved change. As the QA specialist within a capability development team or integrated program team, the analyst will provide QA advice to team members to ensure compliance with standards and approved processes

Tasking

1. Provide quality analysis and expertise in support of HQ SACT's CAPDEV processes and outputs, and specifically in support of CAPDEV Common Funded Capability Delivery programmes, programme directors and requirements managers undertaking the Identification, elicitation, capture, analysis, evaluation, integration and maintenance of high-quality capability (business) requirements.
2. Manage corrective and preventative actions (CAPA) identified during process assurance and quality reviews: facilitate adjudication of recommendations, work closely with stakeholders to ensure timely resolution and maintain alignment between CAPA and program risk management and lessons learned processes.
3. Support data quality assurance including maintenance of requirements in the requirements repository, and program information in the program management tools ensuring correct version and configuration control, and the achievement and maintenance of the organization's traceability and quality expectations.
4. Support the development and maintenance of processes relating to requirements traceability, including traceability criteria, and requirements traceability quality reports related to the capability development and requirements management life cycle.
5. Produce scheduled and ad-hoc independent quality assurance reports to inform program directors, IPT, core team members and other stakeholders including leadership.
6. Contribute to the development of directives and standard operating procedures that relate to quality, requirements traceability and the ACT Requirements Repository.
7. Support requirements engineering and requirements management activities where appropriate across all life cycle stages to ensure continuing integrity of the traceability processes, and that capability requirements continue to satisfy stakeholder needs.
8. Contributes to organizational continual process improvement activities.
9. Participate in workshops, seminars, conferences and meetings in support of the activities above.
10. Identify Lessons and contribute to their Learning within the organization.
11. Support to change and configuration management of requirements across the lifecycle.
12. Perform additional tasks as required by the COTR related to the labour category.

Essential Qualifications:

A University Degree in engineering, management, information systems, accounting, economics, finance, business administration, public administration, operations research, programme and project management or related disciplines.

Five years' experience in the last 10 in the field of requirements engineering and/or requirements management to include elicitation, capture, development, analysis and evaluation of requirements, including the management of requirements traceability, quality and change management.

Experience in the evaluation of requirements traceability across comprehensive lines of development; i.e. doctrine, organization, training, materiel, leadership, personnel, facilities, and interoperability (DOTMLPFI).

Experience in requirements development, either as a hands-on requirements author and/or facilitator of requirements development sessions.

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

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

Demonstrable recent (i.e. in the last 5 years) experience in managing requirements in accordance with formal configuration and change management processes.

Demonstrable recent (i.e. in the last 5 years) experience working in support of processes that were formally certified in accordance with the ISO 9001 standard.

Experience with IBM Rational DOORS Next or equivalent.

Place of Performance/Travel

Primary place of performance is HQ SACT, 7857 Blandy Road, Suite 100, Norfolk, Virginia. In general, travel is not anticipated for this contract, but in the event of a requirement for contractor travel, ACT will pay travel and per diem costs in accordance with the base contract provisions. Workspace within HQ SACT for the contractor from this SOW has not yet been identified and coordinated with Base Support. Contractors are expected to work a hybrid work plan managed by QMB leadership that involves work on-site at HQ SACT to facilitate access to NATO Secret workstations, and also remote work for NATO Unclassified tasking. QMB leadership is able to leverage existing workspaces assigned to the QMB in order to facilitate Contractor access to NATO Secret workstation when required. Travel expenses to the location lie with the contractor.

There is a requirement for Contractors from this SOW to hold a NATO Secret clearance.

Contractor Supervision

The respective Branch Heads within the PR&E Division will provide supervision and direction in compliance to guidance from ACOS PR&E and DCOS CAPDEV. The contractor shall report to and receive technical guidance from the Branch Heads. The COTR (or designated representative) shall provide direction, guidance, and support information, as needed, for all technical and content areas of the SOW, especially the tasking and deliverables. The

Contracting Officer has the final authority to amend, extend, or cancel this SOW/RFP for evolving requirements, new tasking, and/or technical non- performance. The COTR shall:

- a. Resolve outstanding disputes, problems, deficiencies, and/or questions on the technical aspects of the SOW.
- b. Review (and approve) all contractor tasking and deliverables for completeness and accuracy.
- c. The COTR shall have daily interaction with contractor personnel and can assess the quality, quantity, and timeliness of their work. The COTR's written approval of work reported, and deliverables submitted is mandatory for contractor invoices to be successfully processed.

Annex B

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 10 CONTRACTOR SUPPORT TO REQUIREMENTS TRACEABILITY

Company Name:

Proposed Candidate Name:

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

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

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT.	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. A University Degree in engineering, management, information systems, accounting, economics, finance, business administration, public administration, operations research, programme and project management or related disciplines.	Yes: 5 points No: 0 points		/5
2. Five years' demonstrated experience in the last 10 in the field of requirements engineering and/or requirements management to include elicitation, capture, development, analysis and evaluation of requirements, including the management of requirements traceability, quality and change.	Yes: 1-30 points No: 0 points		/30
3. Demonstrated experience in the evaluation of requirements traceability across comprehensive lines of development; i.e. doctrine, organization, training, materiel, leadership, personnel, facilities, and interoperability (DOTMLPFI).	Yes: 2-25 points No: 1 point		/25

4. Experience in requirements development, either as a hands-on requirements author and/or facilitator of requirements development sessions.	Yes: 2-25 points No: 1 point		/25
5. Demonstrable recent (i.e. in the last 5 years) experience in using project management software such as Jira and/or the use of Kanban boards in the management of a project or programme.	Yes: 2-5 points No: 1 point		/5
6. Experience with IBM Rational DOORS Next or equivalent.	Yes: 2-10 points No: 1 point		/10

LABOR CATEGORY 11 - SENIOR CONTRACTOR SUPPORT TO OPERATIONAL ANALYSIS

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

Number of Candidates: **One Candidate with an option for a second candidate.** Note: If funding is approved, a second candidate may be requested at the sole discretion of the Contracting Officer. **The second candidate will be requested directly with bidders providing a compliant candidate during the initial proposal submission and will be awarded using the same 70/30 Best Value methodology.**

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

Background

The Operational Analysis Branch provides analysts to capability development programme teams to drive and support evidence-based decision making in requirements derivation and programmatic planning. In this SOW, “Operational Analysis” (predominantly military term) is used interchangeably with “Operations Research” (US term) and “Operational Research” (UK Term).

Course of Action (COA) analysis supports capability development programme teams to determine appropriate DOTMLPFI methods and capability architectures for meeting the military user’s operational requirements and defining programmatic structures.

Analysis of Alternatives (AoA) involves the comparative assessment of options in terms of costs, risks, schedules and operational effectiveness. The AoA tests the commercial marketplace and NATO’s ability to re-use capabilities that are in service in member Nations militaries. It establishes whether NATO should procure a managed service, adopt National capability solutions, acquire products from industry, or must develop bespoke solutions. For complex programmes, the AoA can inform programmatic structures by showing how value for money is most likely to be achieved.

NATO capability development decisions concern complex socio-technical systems, including computer information systems supporting NATO command and control, federated governance arrangements, capability integration activities and multinational delivery models. Analysts must be capable of combining quantitative and qualitative evidence and facilitating stakeholder engagement to support defensible decision-making. COA analysis and AoA typically involves engaging with the programme team to understand programmatic areas of uncertainty, designing and facilitating workshops to gather stakeholder views (including within the military NATO Command Structure, delivery Agencies and Centres of Excellence and / or the NATO Force Structure, gathering or generating (if appropriate) cost, risk schedule and effectiveness evidence, and comparative options assessment. This may include the development or elicitation of Measures of Performance (MoPs) and Measures of Effectiveness (MoEs); assessment of absolute and comparative risks; elicitation of schedule estimates; and review of cost estimates for appropriateness to support this assessment.

Operations Research methods can be applied at any stage of the capability development programme, including, but not limited to: decision science (e.g. multi-criteria decision analysis), optimization (e.g. linear programming), modelling & simulation, behavioural operations research, data science (e.g. advanced analytics and machine learning) and wargaming.

Taskings:

1. Contribute to Course of Action analysis using Operations Research and Analysis methods in support of Capability Development within ACT in order to mature NATO capability requirements and set programmatic direction.
2. Plan and conduct research to study and establish qualitative and quantitative assessments of operational effectiveness, undertake cost-effectiveness and risk-benefit studies and analyses.
3. Where necessary and appropriate, interact with NATO and National research entities and industries to establish the impact of alternatives on operational effectiveness.
4. Where necessary and appropriate, attend engagements or workshops with NATO, National organizations, and / or industry to ensure cost estimation activities are likely to provide outputs of appropriate quality to support analysis.
5. Support the creation of Requests for Information and surveys to NATO Nations, Non-Governmental Organizations, and industry.
6. Analyse the potential impact of identified individual and aggregated risks, and propose possible risk management approaches.
7. Elicit, and / or review and assess schedule estimates, to ensure appropriate quality and supporting evidence for decisions being supported by analysis.
8. Review and assess cost estimates provided by others, to ensure appropriate quality and supporting evidence for decisions being supported by analysis.
9. Analyse and document comparative assessments of cost, risk, schedule and operational effectiveness to inform programmatic decision-making.
10. Produce decision briefs / presentations describing the underlying rationale / justification for analytical outcomes. If appropriate, brief decision-makers on the context, process and outcomes.
11. Produce written reports of analysis conducted as part of the Capability Programme plan evidence package, for review with the International Military Staff and International Staff in NATO Headquarters.
12. Produce summary briefs of lessons identified / lessons learned to support continuous improvement of NATO capability development and OA branch skills and competencies.
13. May be required to travel to meetings and conferences both within and outside NATO boundaries for up to 60 days per year.
14. Perform additional tasks as required by the COTR related to the LABOR category.

Essential Qualifications

1. A Bachelor's degree in Operations Research, Mathematics, Computer Science, Physics, Engineering or equivalent quantitative degree. Alternatively, 5+ years of Operations Research/ Operational Analysis experience conducting and leading analytical studies in relevant military, strategic, political or international environment.

2. Minimum two examples in the last 10 years (at least 3 years combined duration) in the field of military Operations Research / Operational Analysis / Data Science, supporting policy development, capability development or acquisition. With a relevant Bachelor's degree (listed above), only 2 years in the last 5 must be in the fields / areas /listed above.
3. Experience designing, leading, and facilitating structured stakeholder engagements to elicit objectives, assumptions, measures, risks, preferences and expert judgement in support of defence capability decisions involving technical and non-technical stakeholders across multiple levels of seniority.
4. Experience, within last 5 years of determining Operations Research / Operational Analysis requirements, scoping problems for study, developing analysis plans, and delivering high-quality outputs that influence senior decision makers.
5. Experience of developing data collection and analysis plans or assessment frameworks that include measures of effectiveness and measures of performance.
6. Experience in gathering evidence and scoring effectiveness through use of operations research and analysis methods to defence domain issues.
7. Experience identifying, eliciting, assessing, analysing and communicating uncertainty and risk associated with capability / acquisition, project, programme, or portfolio decisions.
8. Experience of producing or working with cost and schedule estimates, including estimating methodologies, methods and processes
9. Experience working in a strategic or operational military command or multinational organization.
10. Experience supporting project, programme, and / or portfolio decisions through analytical assessment in the past 10 years, within complex and dynamic programme environments.

Desirable Qualifications

11. Experience using AI to support OA.

Annex B

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 11 SENIOR CONTRACTOR SUPPORT TO ANALYSIS OF ALTERNATIVES

Company Name:

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum two examples in the last 10 years (at least 3 years combined duration) in the field of military Operations Research / Operational Analysis / Data Science, supporting policy development, capability development or acquisition. With a relevant Bachelor's degree (listed above), only 2 years in the last 5 must be in these fields.		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 70 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. A Bachelor's degree in Operations Research, Mathematics, Computer Science, Physics, Engineering or equivalent quantitative degree. Alternatively, 5+ years of Operations Research/ Operational Analysis experience conducting and leading analytical studies in relevant military, strategic, political or international environment	Relevant PhD or 15+ years' experience: 5 points Relevant Master's Degree or 10+ years' experience: 4 points Relevant Bachelor's Degree or 5+ years' experience: 1-3 points No Degree / insufficient equivalent experience: 0 points		/5
2. Experience designing, leading, and facilitating structured stakeholder engagements to elicit objectives, assumptions, measures, risks, preferences and expert judgement in support of defence capability decisions involving technical and non-technical stakeholders across multiple levels of seniority.	Wide variety of successful experience demonstrated: 10-15 Points Engagements, including workshops, designed to elicit complex information or requiring complex structures: 7-9 Points Simple workshops: 1-6 Points None: 0 Points		/15
3. Experience, within last 5 years of determining Operations Research / Operational Analysis requirements, scoping problems for study, developing analysis plans, and delivering high-quality outputs that influence senior decision makers	5 years, multiple international and organizational contexts: 15-20 Points 3+ years, multiple organizational contexts: 10-14 Points 3+ years: 5-9 Points 1 to 3 years: 1-4 Points 0 year: 0 points		/20

4. Experience of developing data collection and analysis plans or assessment frameworks that include measures of effectiveness and measures of performance	Defining new DCAP / assessment frameworks: 10-15 Points Tailoring established DCAP / assessment frameworks: 4-9 Points Using established DCAP/frameworks: 1-3 Points None: 0 Points		/15
5. Experience in gathering evidence and scoring effectiveness through use of operations research and analysis methods to defence domain issues.	Extensive, using a wide variety of listed methods: 11-15 Points Extensive, using a few listed methods: 7-10 Points Moderate, using a few listed methods: 4-6 Points Some, using at least one listed method: 1-3 Points None: 0 Points		/15
6. Experience identifying, eliciting, assessing, analysing and communicating uncertainty and risk associated with capability / acquisition, project, programme, or portfolio decisions.	Extensive experience providing relevant risk analysis: 5-10 Points Moderate experience of relevant risk analysis: 3-4 Points Some experience of relevant risk analysis or risk management: 1-2 Points No experience: 0 Points		/10
7. Experience of producing or working with cost and schedule estimates, including estimating methodologies, methods and processes	Produced cost AND schedule estimates using recognized estimating standards - 5 Points Produced either cost OR schedule estimates using recognized estimating standards - 4 Points Used cost or schedule estimates to plan projects - 1-3 Points No experience - 0 Points		/5
8. Experience working in a strategic or operational military command or multinational organization.	Military operational / strategic / political organization AND multinational organization: 3 to 5 Points Military or governmental defence organization OR multinational organization: 1 to 2 Points No experience: 0 Points		/5

9. Experience supporting project, programme, and / or portfolio decisions through analytical assessment in the past 10 years, within complex and dynamic programme environments.	Supported complex projects, programmes, or portfolios with analysis of performance and management controls: 3-5 Points Simple project, programme, or portfolio decision-support analysis, or managed projects: 1-2 Points No experience: 0 Points		/5
10. Experience using AI to support OA.	Tailored AI models and OA approaches to best exploit AI, accelerating delivery and maintaining quality: 5 Points Used available AI (including public or organizational products) to support analysis. Used best-of-breed approaches to match AI strengths to analytical problem sets: 3-4 Points Used public or COTS AI to support analysis: 2 Points No experience using AI: 1 Point		/5

**LABOR CATEGORY: 12 Exercise Coordination and Alignment Branch (ECAB)
Support Analyst**

Location: Norfolk, VA, USA - On-site

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 January 2027 – 31 December 2027, Option Period One: 1 January 2028 – 31 December 2028, Option Period Two: 1 January 2029 – 31 December 2029, Option Period Three: 1 January 2030 – 31 December 2030, Option Period Four: 1 January 2031 – 31 December 2031.

Taskings:

1. Integrate Warfare Development and Transformation Priorities

- a. Support Warfare Development Integration by assisting ECAB with integration of Warfare Development priorities, Multi-Domain Operations (MDO) objectives, and future warfighting requirements into NATO's exercise enterprise through a coordinated multi-year programme of work.
- b. Support integration and governance by assisting ECAB with providing governance, synchronization, and strategic alignment across NATO's exercise enterprise.
- c. Participate in planning conferences, workshops, and coordination events, ensuring integration of warfare development themes and priorities.
- d. Assisting ECAB in the above tasks includes supporting the development, refinement, and documentation of exercise-related campaign plans, concepts, and supporting products.

2. Develop Future Warfighting Capability and Transformation Initiatives

- a. Support Warfare Development Exploitation by assisting ECAB in using exercises to identify capability gaps, refine concepts, assess emerging capabilities, and support future force development through Warfare Development in Exercises (WDiE) and Warfare Development Exploitation Teams (WDET's), including identification, refinement, and documentation of themes and candidate activities.
- b. Support Audacious Training (AT) and Innovation Integration by assisting ECAB in integrating AT Lines of Effort (LoE) (enhancing realism, leveraging new technology/innovation, and acting on lessons learned), AI-enabled capabilities, experimentation, innovation initiatives, and JATEC participation in NATO exercises.

3. Assess Exercise Outcomes and Convert Observations to Actionable Recommendations

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

4. Stakeholder Engagement

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

5. Administrative & Knowledge Management

- a. Maintain records, schedules, and document repositories.
- b. Provide regular progress updates to the designated Project Lead and COTR.

6. Additional Taskings

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

Essential Qualifications

1. Education & Experience

- a. Bachelor's or Master's degree in International Relations, Defence/Strategic Studies, Political Science, Emergency Management, or related field; OR equivalent professional experience.
- b. Minimum of 5 years' experience in military exercise planning, collective training, or defence transformation initiatives.

2. Technical Competence

- a. Familiarity with NATO exercise planning processes and documents (e.g., NATO Warfighting Capstone Concept, Warfare Development Agenda, Bi-SC Collective Training & Exercises Directive, SACEUR's Guidance on ETEE).
- b. Proven ability to draft professional-level planning documents, reports, and campaign plans; proficiency with MS Office Suite and collaborative platforms.

3. Skills & Attributes

- a. Strong organizational and project management skills.
- b. Excellent oral and written communication skills.
- c. Experience coordinating with multinational or interagency partners.

Annex B

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 12 Contractor support to Exercise Coordination and Alignment Branch, Multi-Domain Force Development Directorate.

Company Name:

Proposed Candidate Name:

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

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

Item	Range 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. A score of zero = non-compliance	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. Bachelor's or Master's degree in International Relations, Defence/Strategic Studies, Political Science, Emergency Management, or related field; PR equivalent professional experience.	No degree and no equivalent experience: 0 points Bachelor's degree: 1-5 points Master's degree: 6-10 points Equivalent professional experience in lieu of degree: 2-9 points		/10
2. Minimum of 5 years' experience in military exercise planning, collective training, or defence transformation initiatives.	Less than 5 years: 0 points 5–7 years: 1-5 points 8–10 years: 6-10 points 10+ years: 11-15 points		/15
3. Familiarity with NATO exercise planning processes and documents (e.g., NATO Warfighting Capstone Concept, Warfare Development Agenda, Bi-SC Collective Training & Exercises Directive, SACEUR's Guidance on ETEE).	No familiarity: 0 points Limited exposure: 1-6 points Moderate working knowledge: 7-12 points Extensive knowledge/regular use: 13-20 points		/20
4. Proven ability to draft professional-level planning documents, reports, and campaign plans; proficiency in MS Office Suite and collaborative platforms.	No demonstrated ability: 0 points Some drafting experience (support role): 1–5 points Regular lead authoring role: 6–10 points Extensive lead authorship in NATO/multinational context: 11-15 points		/15

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

LABOR CATEGORY 13 – Instructional Systems Designer (ISD) eLearning

Location: Norfolk, VA, USA (remote, on-site on short notice with no associated travel costs)

Number of Candidates: One Candidate

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

Taskings:

1. Support the LT Section by collaborating with Subject Matter Experts (SMEs) and key stakeholders across NATO Nations, Partners, and Entities to conduct a comprehensive needs analysis. When necessary, conduct Training Needs Analysis (TNA) to pinpoint learning gaps and requirements.
2. In collaboration with SME define clear and measurable learning objectives based on the identified needs, ensuring alignment with the course's overall goals.
3. Design comprehensive course structures, including layout of modules, lessons, and assessments, ensuring a logical flow of content.
4. Develop instructional content from source materials provided by SMEs using appropriate instructional design methodologies, including storyboard-based or rapid development approaches, as appropriate.
5. Select and implement diverse instructional strategies that cater to various learning styles, ensuring an engaging and effective learning experience.
6. Design and implement pre-assessments, formative assessments, and summative assessments to gauge learner progress and the effectiveness of the course.
7. Implement a comprehensive evaluation process to measure the course's overall impact and effectiveness.
8. Establish a robust feedback mechanism for learners and stakeholders. Use the collected feedback for the continuous refinement and improvement of course content and delivery methods.
9. Engage directly with clients, SMEs, and other team members, ensuring timely communication and adherence to project timelines and deliverables.
10. Offer Instructional System Design (ISD) assistance and ensure quality for NATO course providers. Ensure all course materials and processes comply with NATO's standards and requirements.
11. Prepare, facilitate, and evaluate instructor-led educational activities, workshops, and professional development events in virtual and residential environments, as required in support of the Learning Technology Section. This includes international travel to NATO Education & Training Facilities (2-3 times/year).
12. Represent the Learning Technology Section during meetings, conferences, workshops, and other activities as directed by the Team Lead. Monitor project progress and coordinate with stakeholders to ensure alignment with programme objectives.

13. Research, evaluate, and recommend emerging learning technologies, instructional methodologies, and best practices to support innovation within NATO education and training.

Essential Qualifications:

1. MS/MA BS/BA Degree in Education and Training Development or related programs which may include learning theory, educational psychology, instructional design and education evaluation or BS/BA Degree in the listed fields with a minimum of 3 years' experience as an instructional systems designer.
2. A minimum of 3 years' experience (within last 5 years) working with e-Learning development.
3. Experience in communicating effectively with clients, SMEs, and stakeholders throughout the instructional design process.
4. Experience using state-of-the-art e-learning authoring tools to develop SCORM-compliant learning content.
5. Experience developing content within Learning Management Systems (LMS), such as Moodle or equivalent platforms.
6. Provide a portfolio demonstrating contributions to at least three e-learning projects. For each project, include up to three representative storyboards (to include screenshots of the fully developed course) showing course outline, course flow, and assessment strategy.

Annex B

Requirements Matrix

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

Best Value Criteria for LC 13 Instructional Systems Designer eLearning

Company Name:

Proposed Candidate Name:

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

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

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. MS/MA BS/BA Degree in Education and Training Development or related programs which may include learning theory, educational psychology, instructional design and education evaluation or BS/BA Degree in the listed fields with a minimum of 3 years’ experience as an instructional systems designer	No Knowledge or Experience: 0 points Knowledge & Experience <= 3 years: 1-10 points Knowledge & Experience > 3 years: 11-20 points		/20
2. A minimum of 3 years’ experience (within last 5 years) working with e-Learning development.	Knowledge & Experience < 3 years: 0 points Knowledge & Experience 3-5 years: 1-10 points Knowledge & Experience > 5 years: 11-20 points		/20
3. Experience in communicating effectively with clients, SMEs, and stakeholders throughout the instructional design process.	No Knowledge or Experience: 0 points Knowledge & Experience < 3 years: 1-5 points Knowledge & Experience >= 3 years: 6-10 points		/10
4. Experience using industry-standard e-learning authoring tools to develop SCORM-compliant learning content.	No Knowledge or Experience: 0 points Knowledge & Experience < 3 years: 1-10 points Knowledge & Experience >= 3 years: 11-20 points		/20

5. Experience developing content within Learning Management Systems (LMS), such as Moodle or equivalent platforms.	No Knowledge or Experience: 0 points Knowledge & Experience < 3 years: 1-5 points Knowledge & Experience >= 3 years 6-10 points		/10
6. Provide a portfolio demonstrating contributions to at least three e-learning projects. For each project, include up to three representative storyboards (to include screenshots of the fully developed course) showing course outline, course flow, and assessment strategy.	No portfolio presented: 0 points Portfolio < 3 courses or showing low to medium quality course outline, flow, or assessment strategies: 1-10 points Portfolio >= 3 courses and showing medium to high-quality course outline, flow, or assessment strategies: 11-20 points		/20

LABOR CATEGORY 14 - SENIOR CONTRACTOR SUPPORT TO ANALYSE EMERGING AND DISRUPTIVE TECHNOLOGIES

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

Number of Candidates: Three Candidates

Period of Performance: Base Period: 1 January 2027 – 31 December 2027, Option Period One: 1 January 2028 – 31 December 2028, Option Period Two: 1 January 2029 – 31 December 2029, Option Period Three: 1 January 2030 – 31 December 2030, Option Period Four: 1 January 2031 – 31 December 2031

Tasking

1. Contribute to identification of new and cataloguing of existing 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.

Annex B

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 14 - SENIOR CONTRACTOR SUPPORT TO ANALYSE EMERGING AND DISRUPTIVE TECHNOLOGIES

Company Name:

Proposed Candidate Name:

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

Each proposed candidate must have their own compliance matrix

Item	Compliant	Non-Compliant
Minimum of two 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.		
Fluent in English both written and oral		
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 25 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
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.	Yes: Bachelor 8-12 points Experience: 2-10 points No degree or experience: 0 points		/12
2. Minimum of two years' experience in the acquisition, assembly and interpretation of research & technology information.	Less than 2 years: 1-5 points 2+ years: 5-11 points 5+ years: 12 Points		/12
3. Knowledge of S&T information sources in nations, for example defence research laboratories, academic institutions, media and defence ministries.	Yes: 10-25 points No: 1-5 points		/25

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	Less than 3 years: 0 points 3-5 years: 1-5 points Over 5 years: 6-19 points		/19
5. Practical experience with PC office automation products, including the use of internet for information research.	Yes: 5-10 points No: 1-5 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.	Yes: 10-20 points No: 1-5 points		/20

LABOR CATEGORY 15 - SENIOR CONTRACTOR SUPPORT TO ANALYSE TECHNOLOGY ADVANTAGE

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

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 January 2027 – 31 December 2027, Option Period One: 1 January 2028 – 31 December 2028, Option Period Two: 1 January 2029 – 31 December 2029, Option Period Three: 1 January 2030 – 31 December 2030, Option Period Four: 1 January 2031 – 31 December 2031

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.
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.

**Best Value Criteria for LABOR CATEGORY 15 - SENIOR CONTRACTOR SUPPORT TO
ANALYSE TECHNOLOGY ADVANTAGE**

Company Name:

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 25 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Range	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
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.	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 Yes: Bachelor 11-20 points Experience: 1-10 points No degree or relevant experience: 0 points		/20
2. Minimum of two years' experience in the acquisition, assembly and interpretation of research & technology information.	Less than 2 years: 1-5 points 2+ years: 6-11 points 5+ years: 12-20 points		/20
3. Knowledge of S&T information sources in nations, for example defence research laboratories, academic institutions, media and defence ministries.	Yes: 10-20 points No: 1-5 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	Less than 3 years: 0 points 3-5 years: 1-5 points Over 5 years: 6-10 points		/10

5. Practical experience with PC office automation products, including the use of internet for information research.	Yes: 5-10 points No: 1-5 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.	Yes: 10-20 points No: 1-5 points		/20

LABOR CATEGORY 16 – CONTRACTOR SUPPORT MILITARY PARTNERSHIPS

Location: Norfolk, VA, USA

Number of Candidates: Three Candidates

Period of Performance: Base Period: 1 January 2027 – 31 December 2027, Option Period One: 1 January 2028 – 31 December 2028

Taskings:

a. Tasking applicable to all Contractors

1. Contribute to the activities, outputs, coordination requirements, and battle rhythm of the Partnerships Branch in support of NATO's partnerships objectives.
2. Support the Partnerships Branch as the HQ SACT central point of contact for partnerships-related work strands, including coordination with HQ SACT Directorates, Branches, JJJJs, ACO/SHAPE, NATO HQ, Partner Nations, and relevant International Organizations, as required.
3. Contribute to the development and delivery of briefings, point papers, speaking notes, reports, decision-support products, and other staff work for senior officers, decision makers, working groups, and external engagements related to partnerships.
4. Contribute to the development, review, refinement, and implementation of policies, directives, concepts, processes, and procedures related to NATO military partnerships, including support to Bi-SC and ACT-level taskings.
5. Support the identification, coordination, and tracking of ACT activities, Programmes of Work, exercises, experiments, training, education, and engagement opportunities open to Partners, ensuring coherence of messaging and alignment with NATO and ACT priorities.
6. Support the maintenance of corporate memory, information and knowledge management, lessons identified, document traceability, and quality assurance mechanisms for Partnerships Branch activities.
7. Ensure that partnership activities, documentation, and information-sharing considerations are coordinated in accordance with applicable NATO security, releasability, and information-management requirements.
8. Support Key Leader Engagement preparation and execution, including background papers, engagement strategies, read-ahead material, talking points, engagement reports, and follow-up actions.
9. Be prepared to travel to meetings, conferences, workshops, exercises, and other engagements both within and outside NATO's boundaries for up to 30 days per year.
10. Perform additional tasks as required by the COTR related to the labour category and within the scope of Partnerships Branch responsibilities.

b. Specific Taskings

Contractor 1 — Partner Capability Development, Innovation and Interoperability

1. Support Partner capability development by coordinating with HQ SACT Capability Development stakeholders, Partner Nations, NATO HQ, ACO/SHAPE, and relevant subject matter experts to foster mutually beneficial NATO-Partner cooperation.
2. Support the integration of NATO capability development approaches into Partner capability development activities, ensuring coherence with the NATO Defence Planning Process, NATO standardization, interoperability requirements, and applicable doctrine.

3. Contribute ACT inputs to Partner capability plans, Individually Tailored Partnership Programmes, Defence Capacity Building packages, and other partnership tools, with particular focus on resilience, interoperability, modernization, and alignment with NATO strategic priorities.
4. Support the identification and analysis of Partner capability requirements and gaps using DOTMLPFI-based analysis, concepts, experimentation, wargaming, exercises, lessons learned, and other ACT warfare development processes.
5. Promote Partner interoperability through engagement with NATO-led interoperability and capability-evaluation mechanisms, including CWIX-type activities, Federated Mission Networking, data-sharing architectures, and relevant standards development.
6. Support the inclusion of Partners, where appropriate, in ACT capability development, innovation, experimentation, Multi-Domain Operations implementation, modelling and simulation, training, and technology exploitation activities.
7. Provide analysis and staff support on emerging and cross-domain capability areas, including space, cyberspace, digital transformation, innovation, and other future capability areas relevant to Partner interoperability and military transformation.
8. Investigate ways to enhance the Branch's capabilities through the development of new tools, information-sharing mechanisms, and processes.

Contractor 2 — Partnerships Strategy, Concept Development, Policy and Analysis

1. Advise and support internal stakeholders on the strategic value, scope, risks, and opportunities of NATO military partnerships, including opportunities for Partner engagement across ACT work strands.
2. Contribute to the drafting of policies, directives, concepts, reports, studies, and military advice related to the longer-term development of NATO military partnerships and their interaction with NATO defence policies, cooperative programmes, and transformation priorities.
3. Lead or support concept development activities related to partnerships, including strategic engagement concepts, the "out-partnering" concept, and ACT contributions to relevant concept development and experimentation events.
4. Support the integration of Partner perspectives into ACT long-term military transformation, strategic foresight, future force design, red teaming, wargaming, and Long-Term Military Strategic Shaping activities, where appropriate.
5. Identify ACT Programmes of Work, experiments, exercises, studies, training events, and other activities that may provide opportunities for Partner engagement and identify Partner Nations that could contribute to or benefit from those activities.
6. Support Partnerships Branch knowledge management by capturing best practices, lessons learned, engagement outcomes, decision points, recurring requirements, and continuity products to improve branch efficiency and corporate memory.
7. Conduct geopolitical, regional, and strategic analysis on Partner Nations and partnership frameworks, within an allocated portfolio of countries, to inform ACT planning, engagement, and senior leader decision-making.

Contractor 3 — Defence Planning Integration and Partnership Framework Implementation

1. Act as the lead staff support for military integration of Individually Tailored Partnership Programmes and Planning and Review Process-related work within ACT, in coordination with NATO HQ, ACO/SHAPE, Partner Nations, and relevant HQ SACT stakeholders.
2. Support the execution of all steps of the ITPP process by providing military input, subject matter expertise, staff coordination, supporting documentation, assessment material, and preparation for bilateral and multilateral engagements.
3. Interpret, analyse, report, plan, and advise on ACT warfare development work and

transformation opportunities that can support or be connected to Partner ITPPs, PARP, Defence Capacity Building, Partnership Goals, and related partnership mechanisms.

4. Analyse NATO policy, defence planning guidance, military-strategic work, and NDPP-related developments to inform a coherent, multi-cycle ITPP approach that supports Partner modernization and medium-term transformation.
5. Support the identification of Partner capability and interoperability gaps relevant to NATO defence planning, and contribute to ACT input for NATO HQ assessments, progress reviews, and related partnership framework products.
6. Facilitate coordination and information-sharing between ACT, NATO HQ, ACO/SHAPE, and other relevant stakeholders on Partner capability development, defence planning, standards harmonization, and implementation progress.
7. Maintain awareness of NATO defence planning policies, NDPP developments, partnership framework updates, and relevant political-military guidance to ensure ACT contributions to ITPP, PARP, and related processes remain current, coherent, and strategically aligned.
8. Conduct geopolitical, regional, and strategic analysis on Partner Nations and partnership frameworks, within an allocated portfolio of countries, to inform ACT planning, engagement, and senior leader decision-making.

Note: We are looking specifically for a defense planner, not an operational planner. Defense planning focuses on the long-term development (>5+ years), acquisition, and structuring of future military capabilities, whereas operational planning governs the immediate employment and deployment of existing forces to achieve specific campaign objectives."

Essential Qualifications

1. University postgraduate degree (master's or higher) in international relations, international security, international development, military studies (including military technology or operations research), foreign policy, public affairs, political science, or related discipline; or have attended a NATO or national military staff college (OF-3 level or higher)
2. Experience working in the field of foreign/international security/international cooperation/defence/military affairs
3. Experience working within NATO Enterprise (preferred); or other International Organisation (in a Defence or Security-related position); or within a national mission, delegation, or embassy to an IO (in a Defence or Security-related position)
4. Demonstrate a working knowledge of: NATO Partnerships; or security sector reform / defence and security capacity building; or defence planning; or military capability development / military applications of operations Research.
5. Demonstrate experience in drafting for and/or briefing senior leaders/decision makers (FOGOs or civilian 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).

Best Value Criteria for LABOR CATEGORY 16 Contractor Support Military Partnerships

Company Name:

Proposed Candidate Name:

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

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

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

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. University postgraduate degree (master's or higher) in international relations, international security, international development, military studies (including military technology or operations research), foreign policy, public affairs, political science, or related discipline; or have attended a NATO or national military staff college (OF-3 level or higher) Maximum of 20 points	No Postgraduate Degree; or no staff college: 0 points Master's degree: 5 points Staff College (OF3 and above): 5 points Master's degree plus Staff College: 10 points PhD (or equivalent degree > Master's level): 10 points PhD plus Staff College: 15 points War College (OF5, include NDC Rome): 20 points		/10
2. Experience working in the field of foreign/international security/international cooperation/defence/military affairs	Up to 3 years (1-5 points) 3-9 years (6-20 points) 9+ (21-25 points)		/20
3. Experience working within NATO Enterprise (preferred); or other International Organisation (in a Defence or Security-related position); or within a national mission, delegation, or embassy to an IO (in a Defence or Security-related position)	Limited experience (up to 1 year with tasks): 1-5 points Moderate experience (1-3 years with tasks): 5-15 points High Experience (3-9 years with tasks): 10-25 points Extensive experience (> 9 years with tasks): 25-30 points Experience > 1 year (with Tasks) in a proven Defence or Security-related position but in a different setting (i.e., in		/25

	government, NGO, Think Tanks, Academia): 1-5 points		
4. Demonstrate a working knowledge of: NATO Partnerships; or security sector reform / defence and security capacity building; or defence planning; or military capability development / military applications of operations Research.	No experience: 0 points Limited experience (up to 3 years with tasks): 1-5 points Moderate experience (3-9 years with tasks): 5-15 points High Experience (9-15 years with tasks): 16-20 points Extensive experience (> 15 years with tasks): 21-25 points		/25
5. Demonstrate experience in drafting for and/or briefing senior leaders/decision makers (FOGOs or civilian equivalent), ideally at Strategic Level or above	Limited experience (up to 1 year with tasks): 1 point Moderate experience (up to 3 years with tasks): 5 points High Experience (3-6 years with tasks): 10 points Extensive experience (> 6 years with tasks): 15 points Experience briefing at 3-star level (OF8) or above (civilian equivalent such as ambassadors, ASG & DASG, political directors in MoD/MFA, or ministers), regardless of overall experience: + 5 points		/20

LABOR CATEGORY 17 CONTRACTOR SUPPORT TO COUNTER-UNCREWED SYSTEMS AND COUNTER-IMPROVISED EXPLOSIVE DEVICES (C-UXS/C-IED)

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

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 January 2027 – 31 December 2027, Option Period One: 1 January 2028 – 31 December 2028, Option Period Two: 1 January 2029 – 31 December 2029, Option Period Three: 1 January 2030 – 31 December 2030, Option Period Four: 1 January 2031 – 31 December 2031

Taskings:

1. Provision of support to the development of Counter-Uncrewed Systems and Counter-Improvised Explosive Devices (C-UXS/C-IED) related capability products in accordance with the NATO governance model for the delivery of common funded capabilities across Doctrine, Organization, Training, Material, Leadership, Personnel, Facilities and Interoperability (DOTMLPFI) lines of development in a through life cycle approach, based on the guidance of the ACT Joint Effects (JE) Capabilities Programme Director/Section Head; the Counter-Threat and Force Protection (CT/FP, including C-UXS/C-IED) Project Coordinator and the JE Integrator/Architect;
2. Support the ACT JE Capabilities Programme Director for CT/FP and the CT/FP Project Coordinator in their programme management efforts, including the interaction with C-UXS/C-IED stakeholders at all levels, from strategic to tactical;
3. Support C-UXS/C-IED- related projects (e.g. ACT Layered C-UAS Initiative-X /LCI-X Beacon Project) as required by JE Capabilities Programme Director and the COTR.
4. Support the elicitation, capture, development, analysis, evaluation and traceability of capability requirements.
5. Support the elicitation, capture, development, analysis, evaluation and traceability of higher and lower-level requirements (such as capability targets, operational requirements, system specifications, interoperability requirements, etc.) across all aspects of DOTMLPFI.
6. Support the development, analysis and review of C-UXS/C-IED related doctrinal corpus (e.g. policies, doctrines, directives concepts of operation/employment, courses of action and alternatives).
7. Coordinate DOTMLPFI development and implementation synchronization; support the development of recommended courses of action to resolve issues relating capability development, across the capabilities lifecycles.
8. Organise and participate to workshops, seminars, conferences and meetings in support of the activities above
9. Collaborate with national and international military and civilian organizations, including centres of excellence and academia, in support of the activities above.
10. Administration of C-UXS/C-IED capabilities development programmes status information in the electronic environment supporting ACT warfare development information sharing and coordination.

11. Support the interaction with NATO Agencies in context of the C-UXS/C-IED capabilities development programmes and validation of capabilities.
12. Identify lessons and Best Practices and contribute to their learning within the organization.
13. Support the ACT JE Capabilities Programme Director for CT/FP and the CT/FP Project Coordinator travel to meetings and conferences both within and outside NATO's boundaries for up to 40 days per year.
14. Perform additional tasks as required by JE Capabilities Programme Director and the COTR related to programme management efforts.

Essential Qualifications

1. Master's degree or similar national academic or Military College qualification in engineering, information systems, aeronautics, operations research, project management, business administration or related disciplines. Can be substituted with Bachelor Degree and 5 years of experience in relevant field.
2. Demonstrate 3 years' experience in the last 10 in briefing senior leaders/decision makers.
3. Demonstrate 5 years operational knowledge of C-UXS/C-IED functions at Tactical, Operational, or Strategic levels (e.g. C-UAS SO or Cell Lead; Counter-Threat/Force Protection SO, C-IED Team/Cell in Joint HQ) within the last 12 years either as a military officer or as a civilian.
4. Demonstrable experience, minimum of 2 years within the last 10 years, Programme/Project Management experience in the past ten years within a complex and dynamic environment, with a focus on military capability development.
5. Demonstrable experience, minimum of 2 years within the last 10 years, working in a multinational organization (e.g. European Defence Agency) or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.

Annex B

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 17- CONTRACTOR SUPPORT TO COUNTER-UNCREWED SYSTEMS AND COUNTER-IMPROVISED EXPLOSIVE DEVICES (C-UXS/C-IED)

Company Name:

Proposed Candidate Name:

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

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

Item	Range	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. Master's degree or similar national academic or Military College qualification in engineering, information systems, aeronautics, operations research, project management, business administration or related disciplines. Can be substituted with Bachelor Degree and 5 years of experience in relevant field.	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 No Degree: non-compliant: 0 points Bachelor's Degree with Experience: 5 points Master's Degree with Experience: 10 points		/10
2. Demonstrate 3 years' experience in the last 10 in briefing senior leaders/decision makers.	Less than 3 years: 1 point 3-5 years: 5 points Over 5 years: 10 points		/10
3. Demonstrate 5 years operational knowledge of C-UXS/C-IED functions at Tactical, Operational, or Strategic levels (e.g. C-UAS SO or Cell Lead; Counter-Threat/Force Protection SO, C-IED Team/Cell in Joint HQ) within the last 12 years either as a military officer or as a civilian.	No experience: non-compliant: 0 points Limited experience (<5 years): 1 point Require experience (5 years): 30 points Extensive experience (> five years): 40 points		/40
4. Demonstrable experience, minimum of 2 years within the last 10 years, Programme/Project Management experience in the past ten years within a complex and dynamic environment, with a focus on military capability development.	Experience <2 years: 0 points Experience between 2-5 year: 1 points Experience between 5-7 years: 10-15 points Experience > 7 years: 16-20 points.		/20

5. Demonstrable experience, minimum of 2 years within the last 10 years, working in a multinational organization (e.g. European Defence Agency) or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.	Experience < 2 year: 0 points Experience between 2-5 years: 10-15 points Experience > 5 years: 16-20 points		/20
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LABOR CATEGORY 18 - CONTRACTOR SUPPORT TO JOINT INTELLIGENCE, SURVEILLANCE, RECONNAISSANCE & AWARENESS (JISR&A) INTEGRATION

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

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 January 2027 – 31 December 2027, Option Period One: 1 January 2028 – 31 December 2028, Option Period Two: 1 January 2029 – 31 December 2029, Option Period Three: 1 January 2030 – 31 December 2030, Option Period Four: 1 January 2031 – 31 December 2031

Taskings:

1. Provision of support to the development of Joint Intelligence, Surveillance, Reconnaissance & Awareness (JISR&A) capability products in accordance with the NATO governance model for the delivery of common funded capabilities across Doctrine, Organization, Training, Material, Leadership, Personnel, Facilities and Interoperability (DOTMLPFI) lines of development in a through life cycle approach, based on the guidance of the ACT JISR&A Capabilities Programme Director/Section Head and JISR&A Integrator/Architect;
2. Support the ACT JISR&A Capabilities Programme Director and Project Coordinators in their programme management efforts, including the interaction with JISR&A stakeholders at all levels, from Tactical to Strategic;
3. Provision of methodological and analytical expertise in support of the development and implementation of the holistic approach toward JISR&A capability development, especially with regard to multi-source/multi-domain intelligence fusion and integration;
4. Support JISR&A -related projects (e.g. JISR Line of Effort; JISR&A -related Beacon Projects) as required by JISR&A Capabilities Programme Director and the JISR&A Integrator/Architect;
5. Support the elicitation, capture, development, analysis, evaluation and traceability of higher and lower-level requirements (such as capability targets, operational requirements, system specifications, interoperability requirements, etc.) across all aspects of DOTMLPFI;
6. Support the development, analysis and review of JISR&A -related doctrinal corpus (e.g. policies, doctrines, directives concepts of operation/employment, courses of action and alternatives);
7. Coordinate DOTMLPFI development and implementation synchronization; support the development of recommended courses of action to resolve issues relating capability development, across the capabilities' lifecycles;
8. Organise and participate to workshops, seminars, conferences and meetings in support of the activities above;
9. Collaborate with national and international military and civilian organizations, including centres of excellence and academia, in support of the activities above;
10. Administration of JISR&A capabilities development programmes status information in the electronic environment supporting ACT warfare development information sharing and coordination;
11. Support the interaction with NATO Agencies in context of the JISR&A -related capabilities development programmes and validation of capabilities;
12. Identify lessons and Best Practices and contribute to their learning within the organization;

13. Support the ACT JISR&A Capabilities Programme Director and the JISR&A Integrator/Architect and travel to meetings and conferences both within and outside NATO's boundaries for up to 40 days per year;
14. Perform additional tasks as required by JISR&A Capabilities Programme Director and the COTR related to programme management efforts.

Essential Qualifications

1. Master's degree or similar national academic or Military College qualification in engineering, information systems, aeronautics, operations research, project management, business administration or related disciplines. Can be substituted with Bachelor Degree and 5 years of experience in relevant field.
2. Demonstrate 3 years' experience in the last 10 in briefing senior leaders/decision makers.
3. Demonstrate 5 years operational experience, within the last 12 years, intelligence fusion and integration (in particular multi-source/multi-domain) on a Joint or Strategic level staff, and / or military effects Planning Command and Control (e.g. J2/J23 or J5/J25 experience in NATO or National HQ), either as a military officer or as a civilian.
4. Demonstrable experience, minimum of 2 years within the last 10 years, Programme/Project Management experience in the past ten years within a complex and dynamic environment, with a focus on military capability development.
5. Demonstrable experience, minimum of 2 years within the last 10 years, working in a multinational organization (e.g. European Defence Agency) or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.

Annex B

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 18 - CONTRACTOR SUPPORT TO JOINT INTELLIGENCE, SURVEILLANCE, RECONNAISSANCE & AWARENESS (JISR&A) INTEGRATION

Company Name:

Proposed Candidate Name:

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

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

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. Master's degree or similar national academic or Military College qualification in engineering, information systems, aeronautics, operations research, project management, business administration or related disciplines. Can be substituted with bachelor's degree and 5 years of experience in relevant field.	No Degree: non-compliant: 0 points Bachelor's Degree with Experience: 5 points Master's Degree with Experience: 10 points		/10
2. Demonstrate 3 years' experience in the last 10 in briefing senior leaders/decision makers.	Less than 3 years: 1 point 3-5 years: 2-5 points Over 5 years: 6-10 points		/10
3. Demonstrate 5 years operational experience, within the last 12 years, intelligence fusion and integration (in particular multi-source/multi-domain) on a Joint or Strategic level staff, and / or military effects Planning Command and Control (e.g. J2/J23 or J5/J25 experience in NATO or National HQ), either as a military officer or as a civilian.	No experience: non-compliant: 0 points Limited experience (<5 years): 1 point Required experience (5 years) in one aspect: 1-20 points. Required experience (5 years) in both aspects: 21-30 points. Extensive experience (> five years): 31-40 points		/40
4. Demonstrable experience, minimum of 2 years within the last 10 years, Programme/Project Management experience in the past ten years within a complex and dynamic environment, with a	Experience <2 years: 0 points Experience between 2-5 year: 1 point Experience between 6-7 years: 2-15 points		/20

focus on military capability development.	Experience > 8 years: 16-20 points.		
5. Demonstrable experience, minimum of 2 years within the last 10 years, working in a multinational organization (e.g. European Defence Agency) or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.	Experience < 2 year: 0 points Experience between 2-5 years: 1-15 points Experience > 5 years: 16-20 points		/20

LABOR CATEGORY 19 - CONTRACTOR SUPPORT TO MULTI DOMAIN & JOINT EFFECTS INTEGRATION

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

Number of Candidates: One Candidate

Period of Performance Base Period: 1 January 2027 – 31 December 2027, Option Period One: 1 January 2028 – 31 December 2028, Option Period Two: 1 January 2029 – 31 December 2029, Option Period Three: 1 January 2030 – 31 December 2030, Option Period Four: 1 January 2031 – 31 December

Taskings:

1. Provision of support to the development of Multi-Domain & Joint Effects (MDJE) capability products in accordance with the NATO governance model for the delivery of common funded capabilities across Doctrine, Organization, Training, Material, Leadership, Personnel, Facilities and Interoperability (DOTMLPFI) lines of development in a through life cycle approach, based on the guidance of the ACT Joint Effects (JE) Capabilities Programme Director/Section Head and JE Integrator/Architect;
2. Support the ACT JE Capabilities Programme Director and Project Coordinators in their programme management efforts, including the interaction with MDJE stakeholders at all levels, from Tactical to Strategic;
3. Provision of methodological and analytical expertise in support of the development and implementation of the holistic approach toward Multi-Domain & Joint Effects capability development, especially with regard to Non-kinetic/Non-Lethal Fires and Effects Integration;
4. Support MDJE-related projects (e.g. Non-Kinetic & Kinetic Fires Integration/NKKFI Line of Effort; MDJE-related Beacon Projects) as required by JE Capabilities Programme Director and the JE Integrator/Architect;
5. Support the elicitation, capture, development, analysis, evaluation and traceability of higher and lower-level requirements (such as capability targets, operational requirements, system specifications, interoperability requirements, etc.) across all aspects of DOTMLPFI;
6. Support the development, analysis and review of MDJE-related doctrinal corpus (e.g. policies, doctrines, directives concepts of operation/employment, courses of action and alternatives);
7. Coordinate DOTMLPFI development and implementation synchronization; support the development of recommended courses of action to resolve issues relating capability development, across the capabilities' lifecycles;
8. Organise and participate to workshops, seminars, conferences and meetings in support of the activities above;
9. Collaborate with national and international military and civilian organizations, including centres of excellence and academia, in support of the activities above;
10. Administration of MDJE capabilities development programmes status information in the electronic environment supporting ACT warfare development information sharing and coordination;
11. Support the interaction with NATO Agencies in context of the MDJE-related capabilities development programmes and validation of capabilities;
12. Identify lessons and Best Practices and contribute to their learning within the organization;

13. Support the ACT JE Capabilities Programme Director and the JE Integrator/Architect and travel to meetings and conferences both within and outside NATO's boundaries for up to 40 days per year;
14. Perform additional tasks as required by JE Capabilities Programme Director and the COTR related to programme management efforts.

Essential Qualifications

1. Master's degree or similar national academic or Military College qualification in engineering, information systems, aeronautics, operations research, project management, business administration or related disciplines. Can be substituted with Bachelor Degree and 5 years of experience in relevant field.
2. Demonstrate 3 years' experience in the last 10 in briefing senior leaders/decision makers.
3. Demonstrate 5 years operational experience, within the last 12 years, in integration and synchronization of effects (in particular Non-Kinetic/Non-Lethal) on a Joint or Strategic level staff, and / or military effects Planning Command and Control and Integration (e.g.J3 or J5 experience in NATO or National HQ), either as a military officer or as a civilian.
4. Demonstrable experience, minimum of 2 years within the last 10 years, Programme/Project Management experience in the past ten years within a complex and dynamic environment, with a focus on military capability development.
5. Demonstrable experience, minimum of 2 years within the last 10 years, working in a multinational organization (e.g. European Defence Agency) or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.

Annex B

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 19 - CONTRACTOR SUPPORT TO MULTI DOMAIN & JOINT EFFECTS INTEGRATION

Company Name:

Proposed Candidate Name:

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

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

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. Master's degree or similar national academic or Military College qualification in engineering, information systems, aeronautics, operations research, project management, business administration or related disciplines. Can be substituted with Bachelor Degree and 5 years of experience in relevant field.	No Degree: non-compliant: 0 points Bachelor's Degree with Experience: 5 points Master's Degree with Experience: 10 points		/10
2. Demonstrate 3 years' experience in the last 10 in briefing senior leaders/decision makers.	Less than 3 years: 1 point 3-5 years: 2-5 points Over 5 years: 6-10 points		/10
3. Demonstrate 5 years operational experience, within the last 12 years, in integration and synchronization of effects (in particular Non-Kinetic/Non-Lethal) on a Joint or Strategic level staff, and / or military effects Planning Command and Control and Integration (e.g.J3 or J5 experience in NATO or National HQ), either as a military officer or as a civilian.	No experience: non-compliant: 0 points Limited experience (<5 years): 1 point Required experience (5 years) in one aspect: 2-20 points Required experience (5 years) in both aspects: 21-30 points Extensive experience (> five years): 31- 40 points		/40
4. Demonstrable experience, minimum of 2 years within the last 10 years, Programme/Project Management experience in the past ten years within a complex and dynamic environment, with a focus on military capability development.	Experience <2 years: 0 points Experience between 2-5 year: 1 point Experience between 5-7 years: 2-15 points Experience > 7 years: 16-20 points		/20

5. Demonstrable experience, minimum of 2 years within the last 10 years, working in a multinational organization (e.g. European Defence Agency) or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.	Experience < 2 year: 0 points Experience between 2-5 years: 1-15 points Experience > 5 years: 16-20 points		/20
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LABOR CATEGORY 20 - CONTRACTOR SUPPORT TO ELECTROMAGNETIC OPERATIONS & ELECTROMAGNETIC WARFARE (EMO/EW)

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

Number of Candidates: One Candidate

Period of Performance: Base Period: 1 January 2027 – 31 December 2027, Option Period One: 1 January 2028 – 31 December 2028, Option Period Two: 1 January 2029 – 31 December 2029, Option Period Three: 1 January 2030 – 31 December 2030, Option Period Four: 1 January 2031 – 31 December 2031

Taskings:

1. Provision of support to the development of Electromagnetic Operations and Electromagnetic Warfare (EMO/EW) related capability products in accordance with the NATO governance model for the delivery of common funded capabilities across Doctrine, Organization, Training, Material, Leadership, Personnel, Facilities and Interoperability (DOTMLPFI) lines of development in a through life cycle approach, based on the guidance of the ACT Joint Effects (JE) Capabilities Programme Director/Section Head; the EMO/EW Project Coordinator and the JE Integrator/Architect;
2. Support the ACT JE Capabilities Programme Director and Project Coordinators in their programme management efforts, including the interaction with EMO/EW and Joint & Multi-Domain Effects stakeholders at all levels, from strategic to tactical.
3. Support the elicitation, capture, development, analysis, evaluation and traceability of higher and lower-level requirements (such as capability targets, operational requirements, system specifications, interoperability requirements, etc.) across all aspects of DOTMLPFI.
4. Support the development, analysis and review of EMO/EW related doctrinal corpus (e.g. policies, doctrines, directives concepts of operation/employment, courses of action and alternatives).
5. Coordinate DOTMLPFI development and implementation synchronization; support the development of recommended courses of action to resolve issues relating capability development, across the capability's lifecycles.
6. Organise and participate to workshops, seminars, conferences and meetings in support of the activities above
7. Collaborate with national and international military and civilian organizations, including centres of excellence and academia, in support of the activities above.
8. Administration of EMO/EW capabilities development programmes status information in the electronic environment supporting ACT warfare development information sharing and coordination.
9. Support the interaction with NATO Agencies in context of the EMO/EW capabilities development programmes and validation of capabilities.
10. Identify lessons and Best Practices and contribute to their learning within the organization.
11. Support the ACT JE Capability Programme Director and the EMO/EW Project Coordinator and travel to meetings and conferences both within and outside NATO's boundaries for up to 40 days per year.
12. Perform additional tasks as required by JE Capabilities Programme Director and the COTR related to programme management efforts.

Essential Qualifications

1. Master's degree or similar national academic or Military College qualification in engineering, information systems, computer science, project management, business administration or related disciplines. Can be substituted with Bachelor's degree and 5 years of experience in relevant field.
2. Demonstrate 3 years' experience in the last 10 in briefing senior leaders/decision makers.
3. Demonstrate 5 years operational knowledge of EMO/EW at Tactical or Joint level (e.g. Joint Interface Control Officer- JICO and Multi-interface tactical data link experience; Navigation Warfare-NAVWAR, Precision Navigation and Timing-PNT, and Battlespace Spectrum Management-BSM) within the last 12 years either as a military officer or as a civilian.
4. Demonstrable experience, minimum of 2 years within the last 10 years, Programme/Project Management experience in the past ten years within a complex and dynamic environment, with a focus on military capability development.
5. Demonstrable experience, minimum of 2 years within the last 10 years, working in a multinational organization (e.g. European Defence Agency) or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.

Annex B

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 20- CONTRACTOR SUPPORT TO ELECTROMAGNETIC OPERATIONS & ELECTROMAGNETIC WARFARE (EMO/EW)

Company Name:

Proposed Candidate Name:

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

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

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. Master's degree or similar national academic or Military College qualification in engineering, information systems, computer science, project management, business administration or related disciplines. Can be substituted with Bachelor's degree and 5 years of experience in relevant field.	No Degree: non-compliant: 0 points Bachelor's Degree with Experience: 5 points Master's Degree with Experience: 10 points		/10
2. Demonstrate 3 years' experience in the last 10 in briefing senior leaders/decision makers.	Less than 3 years: 1 point 3-5 years: 2-5 points Over 5 years: 6-10 points		/10
3. Demonstrate 5 years operational knowledge of EMO/EW at Tactical or Joint level (e.g. Joint Interface Control Officer- JICO and Multi-interface tactical data link experience; Navigation Warfare-NAVWAR, Precision Navigation and Timing-PNT, and Battlespace Spectrum Management-BSM) within the last 12 years either as a military officer or as a civilian.	No experience: non-compliant: 0 points Limited experience (<5 years): 1 point Required experience (5 years): 2-30 points Extensive experience (> five years): 31- 40 points		/40

4. Demonstrable experience, minimum of 2 years within the last 10 years, Programme/Project Management experience in the past ten years within a complex and dynamic environment, with a focus on military capability development.	Experience <2 years: 0 points Experience between 2-5 year: 1 point Experience between 5-7 years: 2-15 points Experience > 7 years: 16-20 points		/20
5. Demonstrable experience, minimum of 2 years within the last 10 years, working in a multinational organization (e.g. European Defence Agency) or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.	Experience < 2 year: 0 points Experience between 2-5 years: 1-15 points Experience > 5 years: 16-20 points		/20

LABOR CATEGORY 21 – PROGRAMME COORDINATION AT NATO HQ – NC3 MODERNIZATION PROGRAMME

Location: Brussels, Belgium (On-Site)

Number of Candidates: One Candidate

Period of Performance: Base Period: Award – 31 December 2027 with four potential 12 – month options, 1 January 2028 – 31 December 2028, 1 January 2029 – 31 December 2029, 1 January 2030 – 31 December 2030, 1 January 2031 – 31 December 2031

Background Information:

Nuclear Consultation, Command and Control (NC3) Modernisation programme is the largest programme in the Common Funded Capability Development portfolio. NC3 modernization has been identified by the Military Committee as a Key Requirement Area (KRA) for NATO 2030 with tens of billions of Euros of planned investment. It is also one of the most complex programmes, that requires a sound orchestration across the Host Nations and the variety of Implementing entities involved to coordinate delivery, life-cycle management, and in-service operations of NC3 services and equipment.

NC3 workload has progressively increased with the approval of the CPP #1 and CPP #1 addendum in 2024 and 2025. The NC3 Integrated Capability Management Office (iCMO) is orchestrating the delivery of 50+ project proposals within the next 18 months, together with another CPP next year.

This post supports the orchestration and coordination of Implementing Entities and Territorial Host Nations for Project 1. 1. 4 in NATO HQ, and Project Groups 1.2 and 1. 3. Due to the program complexity, scope and number of Host Nations, NC3 requires technical assistance and coordination support on site in NATO HQ to orchestrate and de-risk the work strands with all relevant stakeholders in terms of security, CIS, Infrastructure and policies. This position is located in Brussels.

Tasking:

1. Support the NC3 iCMO by working with NATO HQ, agencies, stakeholders and end users to develop security plans and monitor the implementation of Projects 1.1.4 and Project Groups 1.2. and 1.3.
2. Support the NC3 iCMO by working with agencies, stakeholders and end users to develop security plans, ensuring compliance and understanding.
3. Travel frequently to HNs/THNs sites to coordinate CIS and infrastructure implementation progress, conducting site surveys and technical inspections and advice as required. Will be required to travel within NATO's boundaries for an excess of 80 days per year.
4. Support the Programme Director and NC3 Capability Monitor on-site at NATO HQ by assisting in stakeholder engagement and communications with stakeholders and users at the political, operational and tactical layers, including Allied Command Operations (ACO), Nations, and NATO HQ, helping to identify requirements, policy

- developments and engineering publication reviews relevant to the programme.
5. Work with the ACT Office of Security, NATO Office of Security, J2X Security Branch at SHAPE, NATO HQ Workspace Management & Business Continuity, Council Secretariate, Nuclear Policy Directorate, Nuclear Operations Branch at SHAPE and the International Military Staff to ensure the NC3 programme is aligned with NATO best practices and processes
 6. Support the NC3 iCMO in continually reviewing and updating security policy, documentation and classification guides for the NC3 capability, as well as in the authoring of relevant sections of Capability Programme Plans.
 7. Support the NC3 iCMO in management of classified materials.
 8. Develop and deliver presentations and training on relevant security procedures.
 9. Ensure all work strands are linked to other elements of the iCMO's work and with other capability teams.

Essential Qualifications:

1. Bachelor's degree or higher.
2. Experience in programme/project Management, ideally working with the NATO Common Funded Capability Delivery Governance Model for capability development, implementation and service management, or national equivalent.
3. Experience in technical CIS and/or physical infrastructure projects of Sensitive Compartmented Information Facilities and implementation in secure environments.
4. Demonstrate a minimum of 3 years in the last 10 in stakeholder management and coordination, and ability to align interests and perspectives from different organizations to achieve consensus and progress on strategic goals.

Annex B

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 21: PROGRAMME COORDINATION AT NATO HQ – NC3 MODERNIZATION PROGRAMME

Company Name:

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent / or native English speaker.		
Active NATO SECRET or National equivalent, or above security clearance.		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 60 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW - not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. Bachelor's degree or higher.	No Degree: 0 points Bachelor's Degree: 15 points Master's Degree: 20 points		/20
2. Experience in programme/project Management, ideally working with the NATO Common Funded Capability Delivery Governance Model for capability development, implementation and service management, or national equivalent.	Less than 3 years' experience: 1-5 points 3-5 years' experience: 6-10 points 5+ years' experience: 11-15 points In NATO Capability development: + 10 points		/25
3. Experience in technical CIS and/or physical infrastructure projects of Sensitive Compartmented Information Facilities and implementation in secure environments.	Less than 3 years: 1-5 points 3-5 years' experience: 6-15 points 5+ years' experience: 16-25 points		/25
4. Demonstrate a minimum of 3 years in the last 10 in stakeholder management and coordination, and ability to align interests and perspectives from different organizations to achieve consensus and progress on strategic goals.	Less than 3 years: 0 points 3-5 years' experience: 1-20 points 5+ years' experience: 21-30 points		/30

LABOR CATEGORY 22: SUPPORT TO THE ACT MISSION SECURITY COORDINATOR

Location: Norfolk VA, USA (On-site)

Number of Candidates: One Candidate

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

Background Information:

The Headquarters Allied Command Transformation (HQ SACT), under the ACT Office of Security (AOS), plays a central role in NATO's transformation process, ensuring the security of personnel, assets, and sensitive information. The Force Protection (FP) team is tasked with ensuring the safety and security of HQ SACT staff during external events and missions, both within NATO's areas of responsibility and internationally. This includes both Diamond Events (high-profile engagements) and regular official travel

The Force Protection (FP) team is responsible for the safety and security of HQ SACT Staff during external events and missions. The FP Staff Officer performs the planning, coordination, and execution of all Diamond events within the Host Nation (HN) and abroad, and security coordination of all missions of SACT HQ personnel. A Mission Security Coordinator should be identified to organize and carry out the safety and security responsibilities of all travel duties of HQ SACT personnel as well as support the Section during external event.

A Mission Security Coordinator is essential to the FP section for the successful monitor, consultation and debriefing of the HQ SACT personnel that is travelling for duty reasons all over the world. Coordination with external security advisory agencies to helping HQ SACT protect its assets, employees, and events outside the United States is the main duty of the Mission Security Coordinator. In addition, supporting the organization and management of Diamond events with local actors (businesses, law enforcement agencies, organizations, etc.), which supports the generation of critical threat and risk assessment is requested. This post will be instrumental and unique in providing dedicated attention to security and safety matters that may arise to those travelling personnel and attendees of events.

Tasking:

This contract provides technical support to the ACT Mission Security Coordinator. Specific responsibilities include

- A. Analyse reports from the ACT travel database (FINs) to identify high-risk destinations and critical travel locations for HQ SACT personnel.
- B. Collect and analyze security information from multiple sources, including open-source intelligence (OSINT), classified reports, and local security advisories, to assess risks and threats in advance of travel.
- C. Provide comprehensive security briefings to HQ SACT travelers, offering specific advice on security protocols, local risks, and mitigation strategies tailored to individual missions and events.
- D. Develop security plans for high-risk events and missions, ensuring that all travel and event operations comply with NATO's security policies and procedures.
- E. Perform regular risk assessments and security audits to identify vulnerabilities at planned event sites and provide recommendations for risk mitigation.
- F. Lead site surveys to assess potential vulnerabilities at event venues, developing actionable security reports, and risk mitigation strategies based on findings.
- G. Examine attendee lists for non-NATO participants and evaluate counterintelligence (CI) risks, identifying individuals or groups who may pose a security threat to NATO personnel or operations.
- H. Prepare security briefs for top leaders/management approval; format to be coordinated with FP Staff Officer and FP Assistant.
- I. Be present at the host venues during events to assist Delegate Assistance Centres/Registration and Check in Desks, to provide security assistance and oversight.
- J. Coordinate security efforts for Diamond Events and external missions with local authorities, law enforcement, and intelligence agencies. This includes managing security logistics, site assessments, and emergency response protocols.
- K. Assist in the on-site security management of events by providing oversight at Delegate Assistance Centres, registration desks, and check-in points, ensuring that security protocols are followed, and that personnel are appropriately safeguarded.
- L. Prepare after-action reports (AARs) and post-event analyses, identify key security challenges, and document security protocols for future reference.
- M. Work with the FP team to generate lessons learned products and historical security documents, ensuring that insights gained during events and missions are used to improve future planning and risk management strategies.
- N. Ensure compliance with NATO's documentation standards for all security-related reports and briefings, ensuring that all security incidents and lessons are formally recorded.
- O. Provide briefings and consultations to internal NATO stakeholders at all levels, including FP officers, NATO Command leadership, and event planners, regarding security requirements, risk management, and operational priorities.

P. Collaborate with local agencies and international organizations to ensure security policies and procedures are harmonized with NATO's requirements for personnel safety.

Essential Qualifications:

1. A minimum of 5 years' experience in security administration, risk management, criminology, public administration, or industrial security administration. Experience must include specific responsibility for planning, coordination, and execution of security operations for high-profile events, international travel, or multinational operations
2. At least 3 years' experience in planning, managing, and executing security measures for major events involving VIPs, senior leadership, or large-scale international operations. This should include experience in conducting risk assessments, site security surveys, and coordination with local law enforcement, intelligence agencies, and emergency responders.
3. Possession of a recognized certification in Risk Management (e.g., PMP, CRMP, or equivalent) or another relevant security-related qualification. Additional certifications in counterterrorism or crisis management will be considered an asset.
4. Demonstrated ability to collect, analyze, and interpret security-related data from open-source intelligence (OSINT) and other classified or unclassified sources. Demonstrated ability to develop comprehensive security briefings, risk assessments, and incident reports for both senior leadership and operational teams i.
5. Demonstrated ability to engage effectively with stakeholders at all levels, including senior leadership, internal teams, external security agencies, and local law enforcement. This includes providing briefings, coordinating security measures, and ensuring effective communication during mission execution.
6. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent;
7. Must possess an active NATO SECRET (or higher) security clearance issued by a NATO member nation's industrial security authority. Clearance must be maintained throughout the period of performance.
8. Advanced proficiency in Microsoft Office Suite (Word, Excel, PowerPoint), security databases, and collaborative tools (e.g., SharePoint, Teams). Ability to utilize online resources for open-source intelligence gathering and use various digital platforms for planning, coordination, and reporting.

Annex B

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 22: Support to the Act Mission Security Coordinator

Company Name:

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum of one past performance citation within the last seven years to show that it has successfully completed work that is similar or directly traceable to the requirements outlined in the Statement of 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		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 60 Points in the Subject Matter Expert Criteria		

Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		
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	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. Education and training in Risk Management;	No education or training – 1 point Basic introduction to risk management (e.g. Risk management foundation) – 2 to 15 points Advanced training in risk management (e.g. Risk management practitioner) – 16 to 25 points		/25
2. At least 2 years' experience in security administration, criminology, public administration, industrial security administration, law or related discipline for specific task related skills	<2 years – 0 points 2-5 years – 1 to 15 points >5 years – 15 to 25 points		/25
3. At least 1 year's experience in planning and managing security for major events;	<1 year – 0 points 1-2 years – 1-5 points 2-5 years – 6-15 points >5 years – 16-20 points		/20

4.Ability to collect and analyse security information from open sources and deliver detailed security briefings to the travellers	Yes - 1-15 points NO - 0 points		/15
5.Ability to engage with stakeholders at all levels, both in briefing and during execution of events	Yes - 1-15 points NO - 0 points		/15

LABOR CATEGORY 23: U.S. LIAISON OFFICER TO THE U.S. CONGRESS

Location: Washington D.C., USA (On-site)

Number of Candidates: One Candidate

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

Note: This Labor Category will be evaluated using a best value approach reflecting 80/20 Technical / Price

Background Information:

The United States Congress plays a central role in shaping U.S. defense and foreign policy, including oversight of the defense budget, authorization of military programs, and appropriations that directly impact NATO's priorities. As NATO's command dedicated to future warfare, Allied Command Transformation (ACT) must closely follow U.S. legislative developments to ensure alignment with NATO's transformation agenda and to anticipate potential political, strategic, and budgetary challenges.

The Liaison Officer to the U.S. Congress will serve as ACT's forward presence in Washington, D.C., representing SACT's interests, monitoring legislative dynamics, and cultivating strong relationships with Members of Congress, staffers, and relevant committees. This position is critical to ensuring NATO's visibility on Capitol Hill, strengthening NATO's network within the U.S. legislative branch, and supporting ACT's efforts to anticipate and adapt to U.S. defense priorities.

Taskings

1. Monitor and analyze the U.S. defense budget process, from planning to execution, highlighting implications for NATO.
2. Track ongoing Congressional defense reforms and assess their impact on NATO transformation.
3. Provide strategic reporting on Congressional debates and decisions concerning Ukraine and broader Euro-Atlantic security.
4. Assess budget issues linked to the U.S. troop presence in Europe, with specific attention to burden-sharing debates.
5. Analyse the political dynamics of defense-related legislation, identifying key influencers and agendas.
6. Plan and conduct informal engagements, including dinners and meetings, with legislators and staffers to promote ACT visibility.
7. Monitor legislative initiatives, hearings, and committee activities relevant to NATO.
8. Manage relationships with Members of Congress and provide tailored briefings on ACT and NATO priorities.
9. Coordinate with U.S. executive agencies, NATO missions, and Allied embassies to ensure message coherence.
10. Produce regular reports for SACT and POLAD on Congressional trends, risks, and opportunities.

11. Support ACT delegations, visits by SACT and Flag Officers, and interactions with Congress.
12. Contribute to NATO's wider engagement strategy with think tanks, academia, and policy communities in Washington.
13. Facilitate ACT's participation in hearings, conferences, and networking events.
14. Perform additional duties as directed by the POLAD in support of NATO's Political-Military engagement.
15. Be willing to travel within the United States and to NATO headquarters as required, for up to 30 days per year.

Essential Qualifications

1. Proven experience of at least two years working with or within the U.S. Congress, particularly on defense, appropriations, and foreign policy issues.
2. A proven track record of success in a government relations position, with a demonstrated ability to manage a legislative portfolio, understand and communicate complex policies, and successfully navigate the legislative process.
3. Excellent communication skills, particularly the ability to interface effectively with elected officials, policymakers, and key Congressional and federal staff, verbally, in writing, and through professional interpersonal skills, to inform, educate, and persuade in support of ACT initiatives.
4. Ability to work and communicate with colleagues across departments to gather the resources, skills, and expertise necessary to convey NATO ACT's message on Capitol Hill and across administrations.
5. Ability to represent NATO ACT and advocate the organization's policy positions to Congress, the Executive Branch, think tanks, and other relevant stakeholders.
6. Ability to develop and implement long- and short-term action plans that lead to the accomplishment of NATO ACT's initiatives on innovation, capability development, and other assigned topics.
7. Ability to establish and maintain positive working relationships with appropriate personnel in assigned Congressional and federal administrative and regulatory agencies through regular contact; keep abreast of rulings and rulemaking proceedings; and prepare analyses and/or statements on these matters.
8. Strong expertise in defense policy, international security, and Political-Military affairs.
9. In-depth knowledge of the U.S. Congressional process, including authorization and appropriations cycles.
10. Demonstrated ability to synthesize complex political and budgetary information into actionable recommendations.
11. U.S. nationality and fluency in English at C1 level or higher.
12. Ability to operate autonomously in a fast-paced environment while contributing to a team-oriented culture.
13. Active U.S. or NATO SECRET, or higher, security clearance.

Desirable Qualifications

1. Master's degree or higher in Political Science, International Relations, Economics, Law, or a similar field. An undergraduate degree with demonstrated Congressional staff experience will also be considered.
2. Familiarity with NATO structures, priorities, and transformation agenda.
3. Previous experience in liaison, advisory, or diplomatic roles.
4. Previous experience in the U.S. Department of State or the U.S. Department of Defense.

Annex B

Requirements Matrix

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

Best Value Criteria for LABOR CATEGORY 23: U.S. Liaison Officer to the U.S. Congress

Company Name:

Proposed Candidate Name:

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

Note: This Labor Category will be evaluated using a best value approach, reflecting 80/20 Technical / Price

Item	Compliant	Non-Compliant
Minimum of one past performance citation within the last seven years to show that it has successfully completed work that is similar or directly traceable to the requirements outlined in the Statement of 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		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 75 Points in the Subject Matter Expert Criteria		

Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		
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Item	Range	Page, paragraph and line number referencing where the candidate meets the criterion and how	Score (100 pts possible)
1. Master's degree or higher in Political Science, International Relations, Economics, Law, or a similar field.	Less than a Master's degree: 0 pts Master's degree: 1 pt Higher than a Master's degree: 2 pts		/2
2. Minimum two years of proven experience working with the U.S. Congress on defense or foreign policy recently.	No experience: 0 pts Limited exposure, including indirect work or internships: 1-2 pts At least 2 years of direct experience: 3-4 pts At least 5 years of significant professional experience: 5-6 pts		/6
3. Recent Expertise in defense policy, international security, or Political-Military affairs.	No expertise: 0 pts General awareness: 1-3 pts Demonstrated expertise in one field: 4-6 pts Proven expertise across multiple areas: 7-10 pts Extensive expertise, publications, or advisory roles: 11-15 pts		/15
4. In-depth knowledge of the U.S. Congressional process, including appropriations and authorizations.	No knowledge: 0 pts Basic understanding: 1-3 pts Practical knowledge of one cycle: 4-6 pts Proven experience navigating both cycles: 7-10 pts Advanced expertise or advisory role: 11-15 pts		/15
5. Proven ability to analyze and report on budgetary defense issues relevant to NATO.	No experience: 0 pts Limited experience: 1-2 pts Demonstrated ability to report on budget topics: 3-5 pts Strong record with NATO or Allied relevance: 6-8 pts		/8

Item	Range	Page, paragraph and line number referencing where the candidate meets the criterion and how	Score (100 pts possible)
6. Experience monitoring U.S. policy on Ukraine, Europe, and NATO defense posture.	No experience: 0 pts General awareness: 1-2 pts Some monitoring or reporting: 3-4 pts Strong, consistent track record: 5 pts		/5
7. Ability to map and engage with Congressional stakeholders and committees.	No experience: 0 pts Some exposure: 1-2 pts Proven ability to identify and engage stakeholders: 3-5 pts Strong, sustained Congressional networks: 6-8 pts		/8
8. Strong oral and written communication skills, including communication with senior non-technical audiences.	Limited experience: 0-1 pt Effective only with technical peers: 2-4 pts Proven ability to brief and write for senior audiences: 5-6 pts Exceptional communicator with policymakers: 7-8 pts		/8
9. Demonstrated networking and relationship-building skills with Congress.	No networking experience: 0 pts Limited or ad hoc contacts: 1-3 pts Proven ability to maintain relationships: 4-5 pts Strong, sustained network with Members and staffers: 6-8 pts		/8
10. Experience supporting delegations, senior officials, or liaison activities.	No experience: 0 pts Some protocol or administrative support: 1-2 pts Proven track record with delegations or senior officials: 3-4 pts Strong experience in high-level liaison: 5 pts		/5
11. Familiarity with NATO structures and transformation agenda.	No knowledge: 0 pts General awareness: 1-2 pts Demonstrated understanding of structures and processes: 3-4 pts Direct NATO experience, including transformation: 5 pts		/5

Item	Range	Page, paragraph and line number referencing where the candidate meets the criterion and how	Score (100 pts possible)
12. Knowledge of U.S. defense budget processes and political dynamics.	No knowledge: 0 pts General awareness: 1-3 pts Demonstrated understanding: 4-6 pts Strong expertise in budget processes and politics: 7-8 pts		/8
13. Demonstrated adaptability and problem-solving in dynamic political environments.	No experience: 0 pts Limited ability in structured cases: 1-2 pts Proven problem-solving in dynamic contexts: 3-5 pts Highly adaptive, with a record in complex environments: 6-7 pts		/7