

Strat/CHACR/SOR

31 Aug 22

STATEMENT OF REQUIREMENT FOR RE-CONTRACTING THE CENTRE FOR HISTORICAL ANALYSIS AND CONFLICT RESEARCH**PURPOSE**

1. This Statement of Requirement (SOR) is for the re-contracting of the Centre for Historic Analysis and Conflict Research (CHACR). The CHACR's updated purpose is to 'energise and assist with the engagement of Army personnel with the Conceptual Component of the British Army by harnessing its internal intellectual potential to the most appropriate external insights'. This will ensure that future Army decisions to develop and employ land power will be founded on the most current and accurate assessments of the operating environment.

BACKGROUND

2. The CHACR was established in Jan 16 to develop and sustain the Conceptual Component of the Army's fighting power by conducting and commissioning research into the enduring nature and changing character of conflict. This statement of requirement is for CHACR 2; this will provide a clear and demonstrable break with the first iteration of CHACR, using new methods of contract management and oversight, and product delivery to the Army. As a result, this radically different iteration of CHACR will be a responsive and adaptable tool for the Army, which will be used to provide decision support, augment the conceptual component, and support the Army historical narrative.

OBJECTIVES

3. The objective for this procurement is to establish a commercially contracted CHACR which integrates the Army's internal intellectual capital with the most up-to-date external third sector and academic thinking on contemporary conflict.

4. The purpose of the CHACR will be to energise and assist with the engagement of Army personnel with the conceptual component of fighting power. The three core outputs will be as follows.

- a. **Output 1: Decision Support.** The provision of decision support activity to the Army Staff, while also providing capacity, consultancy, and appropriate challenge to the General Staff – in particular those Directors and key Heads of Branch within the Army Headquarters.
- b. **Output 2: Augment Conceptual Component Development.** The provision of augmented Conceptual Component Development throughout the Army.
- c. **Output 3: Support the Army Historical Narrative.** The provision of support to the Army Historical Narrative of the Army.

SCOPE, REQUIREMENT & OUTPUT**Energising the Army's Conceptual Component Engagement**

5. By energising the Army's engagement with the Conceptual Component, the CHACR will provide understanding of conflict in its historical and contemporary contexts, and the flexibility to adapt to changing circumstances as follows.

a. **Understanding.** An accurate perception and interpretation of a particular situation is essential to provide the insight and foresight required for effective decision making. This requires self-awareness to avoid bias and complacency; critical analysis to evaluate a problem; creative thinking to exploit innovative hypotheses and avoid conditional thinking; and collaboration to improve inter-agency and multinational effect.

b. **Flexibility.** Our ability to adapt is underwritten by recognising lessons from our own experience and that of other forces. These can be drawn from analysis of history, theory, doctrine, operations, and training. These lessons can be used to inform decisions on the innovative use of existing organisational capabilities and emerging technologies.

6. To achieve these outcomes, the CHACR is required to conduct research and analysis in the application of land power across the historical (HOE) and contemporary (COE) operating environments as directed by the CHACR Management Board.

Output 1 - Decision Support

7. In addition to providing capacity, consultancy and appropriate challenge to the General Staff – in particular those Directors and key Heads of Branch within the Army Headquarters - . Decision Support to the Army Staff is the primary output required from the CHACR. At one end of the spectrum this involves 'top-down' analysis or research delivered through the CHACR (to be commissioned by CHACR from a third-party subject matter expert) for a specified task. At the other end, CHACR has a role to play in bringing the Army's 'bottom-up' intellectual potential from the wider Army Staff to bear on those issues. The specific areas to be examined will be identified by the Force Development Interoperability, Innovation, Research and Experimentation Steering Group (FIIRE SG) and the Army Force Development Committee (AFDC) and approved by the CHACR Management Board.

8. The CHACR will assist Army personnel in making the intellectual leap from the wealth of generic research to the tangible implications specific to the British Army. CHACR will be the academic and conceptual 'gateway' into the British Army. It must have and exploit close links with subject matter expertise in academia and think tanks and the CHACR Director must be credible among both the military and academic communities. To maximise the decision support benefit to the Army Staff, subject matter experts will be brought into CHACR on an ad hoc basis to meet a specific need.

9. The explicit reference to Army Staff rather than the General Staff includes all those personnel employed in a desk level staff assignment - where there is a wealth of untapped internal intellectual energy and horsepower - rather than primarily supporting senior officers (those at OF5 and above). For clarity, the Army Staff in this sense includes all personnel in organisations outside Regimental Duty (RD). The CHACR has a key role in energising and fusing the 'bottom up' views of the Army Staff on the evolution of the Army and transformation of capabilities with the top-down and external perspectives of academia. CHACR will assist the Army in developing coherent and holistic narratives around those areas most important to the CHACR Management Board.

10. **Decision Support Key Stakeholders.** The following are assessed to be key CHACR Decision Support stakeholders, listed along with their key staff outputs.

a. Army HQ Strategic Centre supported in production of the Army Strategy, the Army Operating Model (AOM) and the Army Command Plan (ACP).

- b. Army HQ Futures / Capability Future Force Development (Cap FFD) supported in production of the British Army Land Operating Concept (BALOC), its sub-concepts and future iterations and evolutions.
- c. Field Army Land Warfare Centre (Fd Army LWC), Warfare Development (WARDEV) and Lessons Exploitation Cell (LXC) supported in production of doctrine and battlefield studies (BFS).

11. **Decision Support CHACR output requirement.** In order to help the Army Staff make the intellectual leap from the discrete and sometimes abstract external perspectives into tangible outcomes for the British Army, CHACR outputs will be as follows.

- a. Timely research led insights into the COE and the HOE relevant to the evolution and transformation of the British Army. Formats might include the following.
 - (1) Academic articles or summaries.
 - (2) Lectures / podcasts on topics germane to key Army Staff issues. These could be physically attended or virtual. These are also useful to expose junior personnel to key debates and help establish / develop their own networks.
 - (3) Invitation workshops. These are especially useful for sensitive or classified topics. These are likely to be of the greatest use to Army Senior Staff but those with limited capacity to dedicate large periods of exclusive and protected time; therefore events should be routinely capped at half-day - certainly no more than one day – in duration.
 - (4) Throughout the generation of products and events that are both relevant for and appeal to the Army Staff cohort will be vital. The Army Staff only have a short time to absorb the key points on complex issues so accuracy, brevity, clarity and accessibility will be key in both the contents and methods of communication.
- b. Provide links to internal (Academic placements, wider Defence organisations) and external (academic and think tank) personnel with germane skills, qualifications and experience.
- c. Contribute to improved data management and exploitation of research in the HOE and COE as directed by CHACR Management Board.
- d. Other outputs as agreed by the Supplier and CHACR Management Board

Output 2 – Augment Conceptual Component Development

12. To enable the provision of ‘bottom-up’ insights for decision support, energising the ‘through-career’ engagement of Army personnel with the conceptual component is an essential foundational task. The CHACR will support and augment this work as directed by the CHACR Management Board.

13. **Conceptual Component Development Stakeholders.** Awareness of, engagement with and agility amongst the diverse and evolving cohort of the, internal to Service, Conceptual Component stakeholders will be a routine requirement through the CHACR 2.0 contract.

14. **Conceptual Component Development CHACR Output Requirement.** In conjunction with the above, CHACR should not seek to interpose on tasks / outputs already in hand. The CHACR is to augment this process with the following outputs.

a. **Integrate and Exploit Academic Placement Output.** The Army invests significant resource in developing its people and conducting research through the External Placement - Academic (EP(A)) programme. The EP(A) programme outputs must be integrated within, and exploited by, Army decision making. The following outputs are to be delivered.

(1) The CHACR is to act in a co-ordinating role in support of the Army Personnel Support Group (APSG), Career Field (CF) managers and Capability Senior Responsible Officers (Cap Senior Responsible Owners - SROs) to track research topics and target resources to support the Army Staff. This will ensure that diverse perspectives on the same topics are deliberately generated.

(2) The CHACR is to provide timely advice to EP(A) personnel to help refine their final research topics to better align with Army requirements and to inform the relevant areas within the Army Staff of EP(A) research output.

(3) The CHACR is to harness the increasingly deep reservoir of intellectual horsepower generated by the EP(A) programme as a network to augment and enhance decision making on key issues across the Army Staff. It is to manage and help the Army exploit a database of in-house experts generated by the programme.

b. **Whole Life Development (WLD) of the Conceptual Component.** The CHACR is to support through-life conceptual development by delivering outputs that support Army Command Standing Order (ACSO) 9019.¹ Specifically, the CHACR is to support Category 1 (Individual Deficit)² and Category 3 (Elective Personal Development)³ elective activity. This is to improve learning behaviours within the Army and better target resources.

c. **Audience Access Platforms / Media.** The CHACR is to enable robust and agile access between the Army Staff, the military audience (including fora such as the Army's 'Fight Club' and 'the Wavell Room') and civilian think tanks and academia⁴. The critical effects required digitally are to be able to store and archive CHACR outputs; have a collaborative working space within the hybrid team of contractors and serving military personnel; be able to communicate as a team and across the wider target audience for the

¹ ACSO 9019 – The Army Policy for the Governance and Assurance of Whole Life Development in 2022.

² Category 1 is the overlap between Professional Development and Personal Development. It indicates the individual deficits that must be addressed in the short term to enable effective Professional Development to take place. Individuals may need to undertake Personal Development in order to meet standards for a Professional Development course or to address key areas where skills or knowledge are lacking. This category of Personal Development usually has immediate impact on an individual's career. Examples relevant to CHACR include raising awareness of UK Defence Policy in the contemporary world order to cope with course content.

³ Category 3 Elective Personal Development opportunities include activities that support individual interests, through-career transition planning or resettlement. These opportunities may have an indirect benefit to military capability since they engage personnel in learning and development thereby improving their ability to respond to professional and career development. In addition, they contribute to morale, recruitment, and retention, and support the Army's contribution to the UK's prosperity

⁴ Funding support to the Army's Fight Club and the Wavell Room by CHACR should not exceed £8k of the annual budget, unless by agreement of the CHACR Management Board, and should be on request from those organisations approved by the CHACR budgetary mechanism.

purposes of workshops, webinars, and conferences; and finally display previous CHACR outputs for general consumption. Access to the majority of serving personnel via MODNet accessible platforms must continue. CHACR will act as the digital 'gateway' into the Army intellectual component for external academic bodies, think tanks, and independent actors.

d. **The British Army Review (BAR).** The BAR is a well-established Army brand that captures the conceptual thought of the British Military profession. The BAR is overseen by an editorial board on which the CHACR Director will sit. CHACR will be responsible for the production of three routine editions of the BAR a year, the contents of which will be agreed by the CHACR Management Board, with one Special Edition per annum as directed.

Output 3 – Support the Army Historical Narrative

15. The CHACR is to support the curation and exploitation of the Army's Historical Narrative. This is a complex task involving several stakeholders. The CHACR's role is to provide historical insights to contextualise contemporary operations, enhance wider understanding of the Army as an institution and assist the production of campaign / operational histories where appropriate.

16. **Key Army Historical Narrative stakeholders.** The following are assessed to be key Historical Narrative stakeholders, listed along with their key outputs.

a. **Historical Branch (Army) (HB(A)).** HB(A) are the key actor with respect to the Army Historical Narrative. Their core outputs are:

- (1) Reports to inform litigation cases against the Army;
- (2) Summaries of historical Army Staff activity;
- (3) Bespoke contributions to the Army Staff;
- (4) Army-wide, fast-paced historical analysis for decision support.

b. **Home Command (HC).** A small Heritage team within HC Arms and Services controls Army Heritage policy through the Army Heritage Strategy (AHS). The CHACR and HB(A) are members of the AHS Working Group. HC is the primary interlocutor with the National Army Museum (NAM) and all military museums which research, curate and exhibit the Army's heritage to connect it with the British public.

c. **International Communications and Engagement (IC&E).** IC&E is responsible for communicating the Army narrative and fights the 'close battle' defending the Army's reputation, supported by HB(A) where there is historical aspect.

d. **Army HQ Strat Centre.** Strat Centre require insights into the Army's and Defence's historical narratives; the way they have shaped contemporary policy are critical to understanding and informing current Defence priorities.

e. **Field Army.** Historical insights are a critical input to the WARDEV process in LWC. Understanding the Army's heritage in regions to which the Field Army is, or is likely to train or deploy, will help to shape understanding and inform decision making.

17. **Support the Army Historical Narrative CHACR Output Requirement.** To support the curation and exploitation of the Army Historical Narrative, the CHACR is to provide the following outputs.

- a. **Provide Operational Insights.** The CHACR is to commission or summarise research that places the Army's Historical Narrative within Britain's wider imperial heritage, as directed by the CHACR Management Board. This will help the Army to conceptually out-manoeuvre competitors and adversaries wherever it operates overseas. Furthermore, it will help develop the moral component of Army personnel through better understanding the heritage of the living institutions they have chosen to join.
- b. **Enhance Wider Understanding.** The CHACR is to commission the production of credible evidence-based critical analyses that assist the generation of Army propositions to future Defence Reviews, as directed by the CHACR Management Board. These may be on limited circulation due to the nature of the products and the internal and external audiences and debates they are designed to inform and influence.
- c. **Commission Campaign / Operational Histories.** Given the restrictions placed on any form of official history, CHACR is to be prepared to act as the contracting mechanism for the commissioning of work on an 'as required' basis from an arm's length institution better placed to publish.

18. **Communication.** The CHACR must work in collaboration with all internal to service customers, UK and international academic institutions and international military academia (e.g. US Army, French Army, German Army). This activity must be integrated and aligned with relevant Army Communications, Marketing and Engagement Strategy (CME) produced by IC&E.

19. **Location.** The CHACR is currently based in Robertson House, Camberley, where it has dedicated office space and access to both Robertson House conference facilities and the wider RMAS site's facilities when conducting events. The CHACR also has access to any Army / MoD facility that can be negotiated with the customer. Alternative locations could be considered by the Army if proposed by prospective delivery agents.

20. **Security.** Due to the nature of CHACR's work, individuals contracted must be / have:

- a. Security Clearance (SC), or be willing (and able) to become so if required.
- b. Academic or professional pedigree (evidenced by references, proven research skills, publications and holding relevant academic qualifications) required to act as subject matter experts for the area on which they are working.

21. **Timings.** The key timings for this requirement are:

- a. Start Date for the next CHACR contract is 14 Sep 22.
- b. The length of the contract is 36 months. An option to extend by a further 24 months in 2 x 12 months blocks is included.

22. **CHACR Staff.** The CHACR is to be a mix of contractor personnel that provide core academic outputs, administrative support, staff support, technical support, and business management. The CHACR Management Board is to have final approval over appointment of CHACR civilian staff (including ad hoc contractors).

a. **Military Element.** Military staff will be assigned as directed by the CHACR Management Board; the majority are likely to be supplied by the Army Headquarters Strategy Branch and report through Hd Strat (as the CHACR SRO) to ACGS. It will provide:

- (1) The CHACR Management Board – including preparatory meetings, engagements and SRO steering groups ahead of the formal Management Board.
- (2) Interlocution with the wider Army and military community.
- (3) MS support to EP(A) personnel and co-ordination of ‘soldier-scholarship’ output (including CGS Fellows in civilian think-tanks).
- (4) Executive editorial oversight of the BAR.
- (5) Enable and support the delivery of CHACR outputs.
- (6) Collaborate with the Delivery Agent in day-to-day contract management.

b. **Civilian Element⁵.** The civilian (contracted) element of the CHACR team is required to provide the following.

- (1) **Leadership.** The Contracted element shall provide the academic leadership of the CHACR, which is responsible for the delivery of its outputs against the requirement. The academic leadership must be able to engage credibly with senior military, civil servants and academics to provide challenge to the status quo and received thinking. They will provide mentoring and advice to the EP(A) students⁶. They will also support the CHACR’s military component in providing the editorial oversight for the BAR. This will involve scrutiny and prioritisation of submitted articles while also contributing to the BAR and to other internal Army publications and appropriate external publications. The leadership roles outlined below do not need to be separate.
- (2) **Academic Capability.** Contractor academic staff provide the capability to deliver the CHACR’s research programme for the Army.
 - (a) The contractor academic staff will be responsible for research and special projects that deliver outputs in support of the CHACR’s overarching programme across the entire breadth and depth of the operational environment.
 - (b) The breadth of the research topics likely to be examined means that the contractor academic staff will be employed on a bespoke basis, meeting the requirement for true subject matter experts to address each research topic assigned by the CHACR Management Board. Permanently employed contractor academic staff will not have the breadth of expertise required and this is therefore not the preferred solution, except for the CHACR Director role.

⁵ As agreed at ITT by QQ, 0.33 FTE for Director role and of that ~50% of Directors time is spent on Leadership activities the rest supporting deliverables. 0.8 FTE for Dep Dir role and of that ~ 20% of Dep Dir time is spent on Leadership activities the rest supporting deliverables.

⁶ Placements range from Fellowships at RUSI to full time PhD study. Each year there is scope for (of a rough magnitude of) 6 part time Masters, 1 full time LSE Masters, 1 full time Masters aligned to 77X work and 5 full time PhD.

23. **Administrative Support.** The military staff are self-supporting via JPA or supported by Army HQ / RMAS Support Unit. The personnel support for the civilian element of the CHACR and the administration of the CHACR programme outputs will be provided by the contractor. In addition to personnel administration of CHACR contractor staff, there will be the requirement for the following, additional, administrative support.

- a. Contract payments will be receipted and paid by CP+F.
- b. Monthly updates on deliverables and milestones to confirm financial programming and payment options.
- c. The contractor shall be responsible for the purchase of research materials and equipment as required.

24. **Technical Support.** The contractor will be responsible for technical communications support for the following.

- a. The production of CHACR articles and publicity materiel (both virtual and physical).
- b. Website maintenance and technical support.
- c. The delivery of a digital presence, as directed by the CHACR Management Board.

CHACR PROGRAMME OF WORK

25. To deliver Outputs 1 - 3 the following indicative programme must be resourced.

- a. **Liaison.** To develop and maintain relationships with key academic and military bodies, liaison visits are required. Under the direction of the CHACR Management Board, the CHACR Director, or nominated representatives, will be required to conduct up to 2 international trips per year and up to 8 trips within the UK per year.
- b. **CHACR Work Programme.** CHACR will deliver innovative views to the Army through the medium of events, staff rides, programme publications and focussed research. It will require the following indicative 'battle rhythm' of events, under the direction of the CHACR Management Board.

- (1) No fewer than 3 x flagship CHACR Conferences.
- (2) No fewer than 3 x CHACR Debates.
- (3) No fewer than 10 x CHACR Lectures.
- (4) No fewer than 10 x panel discussions.⁷
- (5) Provide deployed support for no less than 6 x Staff Rides.
- (6) Provide HOE / COE insights as agreed with the CHACR Management Board.

⁷ Likely to be delivered monthly, assuming August and December will be major leave periods.

OFFICIAL-SENSITIVE COMMERCIAL

Schedule 2

702555451 Statement of Requirement

(7) Assist the Army Strategy Branch in cohering the Army's academic contributions to DSEI and the RUSI Land Warfare Conference.

c. A steady flow of publications including:

(1) 48 x weekly supporting on-line articles such as operational-edits, commentaries, book reviews, interviews, etc.

(2) Flagship Conference Brochures - design, print and deliver to Robertson House up to 750 brochures per conference in support of CHACR's flagship conferences.

(3) 6 x commissioned research projects per year delivering a published output comparable in length and content to an article published in an academic journal with an indicative timeline of delivering one article every two months.

d. The ability to mentor serving EP(A) personnel conducting research on behalf of the Army at a rate of no more than two-per-Resident Fellow at any time.

e. A developed and resourced CHACR digital presence through the website, social media, and podcasts etc.

(1) The website will be the gateway to the majority⁸ of the CHACR's work less that which is of a more limited distribution due to its sensitive nature.

(2) Twitter will be used to distribute links to the content on the CHACR website and to 'live tweet' from events.

(3) The Video & Audio content load will be no less than 24 video and / or audio content packages available to use⁹.

f. Deliver the BAR in accordance with the direction of the CHACR Management Board, with a minimum of three regular editions and a fourth thematically linked edition each year¹⁰.

Other Requirements

26. The current CHACR website run on WordPress and will require technical and maintenance support by the new provider. The changing / uploading / amending of the website should be completed within 48hrs of the request being made to the CHACR team.

GOVERNMENT FURNISHED SUPPLIES

27. The authority will provide the following Government Furnished Supplies.

⁸ Some of the CHACR's work maybe be for limited distribution only as directed by the CHACR Management Board.

⁹ Video/Audio content will be available from most lectures and panels (at least 8), from the Opening speaker, 4 panels and closing speaker at the annual conference (6 instances), from CHACR staff delivering presentations to other organisations e.g. RUSI Land Warfare Conference (est 8 per year) and from CHACR staff conducting (and recording) interviews (est. 10 per year).

¹⁰ Both physically distributed copies (c.2,000 per annum) across the British Army and key external audiences, as well as a virtual online edition.

a. **Government Furnished Facilities and Equipment.** Under current infrastructure plans, the CHACR and the BAR will be based in offices at Robertson House, Camberley with the following facilities provided.

- (1) Work space and basic furniture for 8 personnel spanning four distinct areas of: leadership (Director CHACR); researchers (of CHACR); administrative staff (to CHACR); BAR editorial.
- (2) MoDNet laptops and connectivity (LAN and WiFi) facilities (in Robertson House, RMA) for core CHACR staff (numbers to be determined by Potential Provider); these means are provided for communication and connectivity to the military network.
- (3) The associated access to the enduring CHACR Website¹¹; although the current support package associated with this is planned to be live at Contract start (Sep 22) this is for a limited duration only. This is to allow the future provider sufficient time to assume full responsibility for onward management - including protection and maintenance provision – and for suitable arrangements to be implemented.
- (4) Of note: there will be no additional or specialist IT provision made for the production of the BAR or any other associated publications – be these physically or electronically; these will need to be sourced within contract.

b. **Government Furnished Resources (GFR).** GFR are the uniformed personnel of the Armed Services and Civil Servants. A permanently established SO2 (OF3) Executive Officer will operate as part of the CHACR establishment, episodically augmented as required, agreed and directed by the CHACR Management Board. Although not GFR, a SO1 (OF4) will exist with the Strategy Branch of Army Headquarters as the designated CHACR Liaison Officer on behalf of Head of Strategy (OF6) as the Senior Responsible Officer for CHACR.

c. The contractor has overall responsibility for the delivery of the CHACR programme of work as directed by the CHACR Management Board. In personnel terms military staff, both permanently assigned and episodically allocated, will remain outside the formal contract and are answerable to ACGS and Head of Strategy, in line with the official organisational structure of Army HQ Strategy Branch. Military Line Management requirements will be fulfilled by SO1 Strat Analysis¹².

- (1) These contractual clarities do not preclude the pragmatism, mutual co-operation and understanding for the achievement of common goals in running the CHACR. However, where issues arise between the CHACR Leadership and any military staff, ultimately, they will need to be referred to Head of Strategy for resolution.
- (2) All military visiting fellows to CHACR will, similarly, fall under the formal professional authority of Head of Strategy, notwithstanding the academic oversight of civilian Programme Directors in respect of fellowship supervision.

28. **Government Furnished Information.** CHACR Staff will routinely have access to OFFICIAL information and, on occasion have access to information classified at and above

¹¹ <https://chacr.org.uk/>.

¹² In close consultation with the CHACR Director, this will include but not be limited to formal career management and reporting.

OFFICIAL-SENSITIVE. Access to information at OFFICIAL-SENSITIVE and above will only be through MOD managed systems.

ACCEPTANCE CRITERIA AND CONTRACT MANAGEMENT ARRANGEMENTS

29. **Acceptance Criteria.** The acceptance criteria are as follows.

a. The CHACR research programme will be developed to meet the direction given by the CHACR Management Board.

b. An outline description of each activity for inclusion within the CHACR work programme will be articulated for the CHACR Management Board agreement, stating the specific issue / question, its relevance to the Army¹³, methodology, resource requirement, (finance, people, time, and T&S), the product (event, paper, staff ride etc) and the agreed delivery date before it is included into the CHACR Annual programme.

30. **Management Process.** The Contract will be overseen and the CHACR Capability directed by the CHACR Management Board. Appropriate preparatory meetings, steering groups and engagements, as determined by the SRO, will be held monthly to maintain the appropriate level of progress management and engagement between the Army's Strategic Centre and the CHACR.

END OF CONTRACT / EXIT STRATEGY

31. At the appropriate point the Deliverer, in close consultation with Army Headquarters, will be required to plan and propose a robust Exit Management Plan, agreed by Head of Strategy, for approval by the CHACR Management Board. Once approved the Deliverer will implement and execute the Exit Management Plan prior to the expiry of service provision.

TRAVEL AND SUBSIDENCE

32. T&S has been agreed and costed as per the CHACR 2.0 contracting process.

¹³ Be that defined by current priorities of Master Question Lists (MQL) to support specific lines of effort and development.