

IFIB:

IFIB-ACT-SACT-23-01 Part C – CAPABILITY DEVELOPMENT MANAGEMENT SUPPORT (CDMS)

Reference:

Q & A # 1

Date of Issue:

3 April 2023

The following questions were raised with respect to subject IFIB. Responses are to provide clarification.

Section	Reference Text	Question	Answer
Pg 166, LCAT 49, item 2	2. Five years' recent (i.e. in the last 10 years) experience in the application of business data analysis. Range: Yes (25 Points) Partial time (10 Points) No (1 Point)	Please define "partial time" in years or range of years.	Partial time is less than 5 years and more than 'no experience in this area at all'. Matrix has been updated to reflect the following scores for this category: 5 yrs or more – 25 points 4 - 5yrs – 10 points 3 - 4yrs – 7 points 2 - 3yrs – 4 points less than 2 yrs – 2 points
Pg 166, LCAT 49, item 3	3. Five years' recent (i.e. in the last 10 years) experience of complex data analysis and processing, while creating modelling and reports Range: Yes (25 Points) Partial time (10 Points) Partial scope (5 Points) No (1 Point)	Please define "partial time" and "partial scope" in years.	Partial time is less than 5 years and more than 'no experience in this area at all'. Matrix has been updated to reflect the following scores for this category: 5 yrs or more – 25 points 4 - 5yrs – 10 points 3 - 4yrs – 7 points 2 - 3yrs – 4 points less than 2 yrs – 2 points Partial Scope relates to a candidate who does not have the entire range of experience.
Pg 166, LCAT 49, item 4	4. IIBA CBAP or PMI Business Analyst certified, or equivalent.	Please disclose acceptable equivalences to IIBA CBAP or PMI Business Analyst certified?	Equivalent certifications include, but not limited to, CPRE or BCS, but IIBA CBAP and PMI BAC are preferred, BCS and CPRE in that order.
Pg 184, LCAT 52, item 1	1. A Master's Degree in a relevant engineering, management, information systems, accounting, economics, finance, business administration, public administration, operations research, programme and project management or related	Please clarify if a "Relevant Bachelor's Degree" would be in the same subjects listed for the Master's Degree.	Yes, therefore: - Bachelor's degree in a relevant engineering, management, information systems, accounting, economics, finance, business administration, public administration, operations research,

	discipline. Range: Yes (20 Points) Relevant Bachelor's Degree (5 Points) No (1 Point)		programme and project management or related discipline. (5 points)
Pg 185, LCAT 52, items 2, 3, & 4	Matrix item 2, 3, & 4 under Range: Yes (15 Points) Partial time (5 Points) Partial scope (5 Points) No (1 Point)	Please define "partial time" and "partial scope" in years.	Item 2 – Partial Scope (5 points) if up to 3 years alternative experience substituted. Partial time (5 points) if less than 7 years total in last 15 years, or 7+ years not all within the last 15 years. Item 3 - Partial time (5 points) if less than 7 years total in last 15 years, or 7+ years not all within the last 15 years. Partial scope would be if they have applied process improvement methodologies, but not within a business change context (not time related as this is applied under time metric) Item 4 - Partial time (5 points) if less than 7 years total in last 15 years, or 7+ years not all within the last 15 years. Partial scope – should read "Seven years' recent (i.e. in the last 15 years) experience with performing root cause analyses in support of rapid improvement events" – meaning if they had undertaken root cause analysis but not in a rapid improvement event context, they would get the partial score (not time related as this is applied under time metric).
Pg 187, LCAT 52, item 5	5. Proven analytical and critical thinking skills, including conducting research and evaluating options for action Range: Yes – full evidence (5 Points) Partial evidence (2 Points) No (1 Point)	Please define "Partial Evidence" in a quantifiable measure.	Partial evidence would be considered if, for example, critical thinking and analysis skills exist without the experience of having conducted research or evaluated options.
Pg 187, LCAT 52, item 6	6. Lean Six Sigma Black Belt certification or certified equivalent.	Can you disclose acceptable equivalences to a Lean Six Sigma Black Belt certification?	Total Quality Management Professional (TQMP) and ISO 9001 Individual certifications are broadly equivalent frameworks, but

			not at the 'intensity' of a Six Sigma Black Belt.
Pg 188, LCAT 52, item 8	8. Demonstrable proficiency in effective oral and written communication, including briefing and coordinating with business stakeholders. Range: Yes (5 Points) Some (2 Points) No (1 Point)	Please define "Some" in a quantifiable measure.	Some would be 'less than proficient' i.e. a candidate who has occasionally briefed or coordinated with stakeholders, as opposed to a candidate who has excellent written and oral communication skills, but has no experience or evidence of engaging with and briefing business stakeholders.
Pg 91, LCAT 23, item 2	2. CQI-IRCA Quality certification or direct equivalent.	Can you disclose acceptable equivalences to a CQI-IRCA Quality certification?	- Exemplar Global's Quality Management System (QMS) Auditor certification - PECP ISO 9001 Quality Management certification - SGS ISO 9001 Quality Management
Pg. 20, LCAT 21	LABOR CATEGORY 21 – SENIOR CONTRACTOR SUPPORT TO ANALYSIS OF ALTERNATIVES (Norfolk, VA, USA)(On-Site) (ONE CANDIDATE)	The number of candidates listed is (1) on page 20 and listed as (3) on page 76. Which is correct?	This labour category is only seeking one candidate.
Pg 117, LCAT 41, item 7	7. Extended knowledge of NATO Plan and Policy making process Range: Less than 2 years: 0 Above 2 years: 10	Please clarify the score for a candidate with exactly 2 years' experience.	Matrix and Essential Qualifications for LC have been updated; see Amendment 2
Pg 65, LCAT 18, item 4	4. Multiple Requirements Management related certifications such as the ones required to support the US JCIDS Process or the equivalent from other Nations, or the ones recognised by leading organizations in the field such as the IIBA or the IREB.	Could NATO please classify what is considered a Foundational, Advanced, or expert level certification?	In general, when a certification contains "foundational, basic, introduction, etc.), it is considered foundational. If the qualification requires to have achieved a foundational before taking the exam, it is considered advanced. If, in addition to the requirements for advanced, the qualification requires evidence to have worked in the field for a certain period (after achieving the previous qualification), it is considered expert.
Pg 65, LCAT 18, item 4	4. Multiple Requirements Management related certifications such as the ones required to support the US JCIDS Process or	The requirements state multiple requirements management related certifications. Does the individual have to have	Multiple certifications is the target. However, if the candidate has only one certification, it is still considered compliant but

	the equivalent from other Nations, or the ones recognised by leading organizations in the field such as the IIBA or the IREB.	multiple certifications and if so, how does the scoring correlate to having more than one certification?	the score will reflect the type of certification.
Pg 65, LCAT 18, item 9	9. One or more quality related certifications such as the ones provided by CQI-IRCA coupled with demonstrable recent (i.e. in the last 10 years) experience working in support of processes that were formally certified in accordance with the ISO 9001 standard or equivalent	If a candidate only has obtained one of the related certifications, will that effect the scoring matrix?	Yes, however, coupled with the certification, the number of years of experience will determine the number of points received.
Pgs 64-67, LCAT 18	Example: 1 Points less than 3 years 2-5 Points for 3-5 years 6-9 Points for 6-9 years 10 Points for 10+ years	Ranges provided for all Matrix items are not clearly defined. Regarding the provided example under RFP Text, what score would a candidate with 4 years receive?	A score cannot be determined without the review of a proposed CV.
Pg 135, LCAT 44, item 1	1. Candidate has a Bachelor's University degree in a related field or degree and general experience of project management and capability development. Range: 0 – 5	Do the values under Range indicate points or years, please define where each may apply within the Matrix? If they are points, please define the parameters.	See amendment 2 for updated LC 44
Pg 135, LCAT 44, item 1	1. Candidate has a Bachelor's University degree in a related field or degree and general experience of project management and capability development.	Please define the subjects acceptable to be considered "related fields and degrees".	business, management, engineering, acquisition
Pg 135, LCAT 44, item 2	2. Candidate has experience in Programme/Project Management experience in the past ten (10) years within a complex, diverse and dynamic environment. Range: 5 or less is non-compliant 6 – 15	Do the values under Range indicate points or years, please define where each may apply within the Matrix? If they are points, please define the parameters.	See amendment 2 for updated LC 44
Pg 135, LCAT 44, item 3	3. Demonstrated experience in the past ten (10) years in the field of capability development processes related to	Do the values under Range indicate points or years, please define where each may apply within the Matrix? If they	See amendment 2 for updated LC 44

	<p>national/NATO military programme development and/or acquisition phases. The bidder's response should clearly state the tasks personally undertaken and completed by the candidate.</p> <p>Range: 5 or less is non-compliant 6 – 15</p>	<p>are points, please define the parameters.</p>	
<p>Pg 135, LCAT 44, item 4</p>	<p>4. Demonstrated experience in the past ten (10) years in the field of requirements engineering, to include elicitation, capture, definition, development, prioritisation and management. The bidder's response should clearly state the tasks personally undertaken and completed by the candidate.</p> <p>Range: 5 or less is non-compliant 6 – 15</p>	<p>Do the values under Range indicate points or years, please define where each may apply within the Matrix? If they are points, please define the parameters.</p>	<p>See amendment 2 for updated LC 44</p>
<p>Pg 136, LCAT 44, item 5</p>	<p>5. Describe the candidate's experience working with the NATO Common Funded Capability Delivery Governance Model for capability development and implementation or national capability development and implementation.</p> <p>Range: 5 or less is non-compliant 6 – 15</p>	<p>Do the values under Range indicate points or years, please define where each may apply within the Matrix? If they are points, please define the parameters.</p>	<p>See amendment 2 for updated LC 44</p>
<p>Pg 136, LCAT 44, item 6</p>	<p>6. Describe the candidate's experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in capability development and</p>	<p>Do the values under Range indicate points or years, please define where each may apply within the Matrix? If they are points, please define the parameters.</p>	<p>See amendment 2 for updated LC 44</p>

	<p>implementation. Range: 2 or less is non-compliant 3 – 10</p>		
Pg 136, LCAT 44, item 7	<p>7. Candidate can demonstrated high degree of proficiency in the use of the Microsoft Office Tool suite and collaborative software including Visio Range: 0 – 5</p>	<p>Do the values under Range indicate points or years, please define where each may apply within the Matrix? If they are points, please define the parameters.</p>	<p>See amendment 2 for updated LC 44</p>
Pg 136, LCAT 44, item 8	<p>8. Experience in ETEE Functional Services Capability Development and Delivery in Individual and/or Collective Training. Range: 0 – 10</p>	<p>Do the values under Range indicate points or years, please define where each may apply within the Matrix? If they are points, please define the parameters.</p>	<p>See amendment 2 for updated LC 44</p>
Pg 136, LCAT 44, item 9	<p>9. Experience in the development and management of national/NATO Education and Training including Training Management Systems and/or Evaluation of E&T. Range: 0 – 10</p>	<p>Do the values under Range indicate points or years, please define where each may apply within the Matrix? If they are points, please define the parameters.</p>	<p>See amendment 2 for updated LC 44</p>
Pg 136, LCAT 44, item 5	<p>5. Describe the candidate's experience working with the NATO Common Funded Capability Delivery Governance Model for capability development and implementation or national capability development and implementation.</p>	<p>Please quantify "Describe" and clarify how many years of experience are required in the description of the candidates experience.</p>	<p>See amendment 2 for updated LC 44</p>
Pg 136, LCAT 44, item 6	<p>6. Describe the candidate's experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in capability development and implementation.</p>	<p>Please quantify "Describe" and clarify how many years of experience are required in the description of the candidates experience.</p>	<p>See amendment 2 for updated LC 44</p>

General		Can NATO please identify each of the positions as either incumbent or new positions?	All positions are new positions
General		Can NATO clarify if all teaming partners (subs) must have a declaration of eligibility or just the prime contractor?	Please see paragraph four of the IFIB for eligibility
LC 41 SOW		For LC 41 the essential qualifications as described on page 107 don't match with the requirements in the compliance matrix as detailed on page 110. Could SACT clarify this discrepancy?	Matrix and Essential Qualifications for LC have been updated; see Amendment 2
General		Can ACT clarify if bidders are allowed to use tier 3 subcontracting if representation remains tied up to the prime contractor?	Please reference HQ SACT General Terms and Conditions related to subcontractors.
General		Can ACT provide 2 weeks deadline extension due to the significant increase in LCs with AMD1?	Please see amendment 2 for revised date
General		Requirements state that we must submit a Technical Proposal and Price Proposal in two separate PDFs and sent to two separate emails, but Table of Contents / Checklist lists both proposals together. Shall we submit two separate PDFs, one for the Technical Proposal and one for the price proposal, each both containing the rest of the items from the Proposal Content / Checklist? In other words, two separate proposals with the only difference being the inclusion of the technical or price proposal. Or, is it preferred that the remainder of the information in the Table of Contents / Checklist only be submitted with one proposal?	Two separate PDFs shall be submitted, in two separate emails. The Technical proposal shall be IAW the "IFIB Bidding Instructions Para. 12. Proposal Submission" to techproposal@act.nato.int. The Price proposal shall be IAW the "IFIB Bidding Instructions Para. 12. Proposal Submission" to priceproposal@act.nato.int.

General		<p>It seems that filling out the costs table for relevant labor categories will constitute the Price Proposal (in addition to the information on pg. 23).</p> <p>Confirming that filling out the Annex B table for the relevant labor category is the “Technical Proposal”, or if there is additional information we can / should provide other than what is already listed in the Checklist?</p>	<p>Please ensure your technical proposal, at a minimum, includes the commensurate Annex B/Matrix and the candidate CV/Resume and all items listed in the Checklist, any other relevant information pertaining to your proposal.</p>
General		<p>Is it appropriate / recommended to list NATO Staff as references if the work completed is relevant to the qualifications?</p>	<p>It’s the company's discretion to determine and submit appropriate past performance and references.</p>
LC 16	<p>the CBRN FS Capability Development matrix – Box 5</p>	<p>the CBRN FS Capability Development matrix – Box 5 states “knowledge of project management principles and demonstrative success in applying them to deliver capabilities with or without certificate...” is this score 1 point for the knowledge without the certification and 15 points with the certification?</p>	<p>Yes</p>
LC 17	<p>Programme/Project Manager for CBRN FS Capability Development matrix box 4</p>	<p>Programme/Project Manager for CBRN FS Capability Development matrix box 4 – if the candidate does not have the certification (MSP or PRINCE2), but has 50 points elsewhere in the matrix would they still be considered?</p>	<p>No. IAW with the Matrix, Any score of zero is noncompliant unless specified otherwise</p>
LC 17	<p>Programme/Project Manager for CBRN FS Capability Development matrix box 5</p>	<p>When a matrix references Program and Project Management related certifications is a Project Management Program (PMP) Certification considered acceptable?</p>	<p>YES</p>
LC 17	<p>Programme/Project Manager for CBRN FS Capability Development matrix box 5</p>	<p>When a matrix references Program and Project Management related certifications, would a US Defense Acquisition</p>	<p>YES</p>

		University Defense Acquisition Workforce Improvement Act PM-related certification earn the maximum points?	
LC 18	Matrix Category 8	If the matrix requires an ISO 9001 certification, does the company qualification count or does it need to be the proposed candidates' experience?	The company's qualification does not count. The criteria is evaluating the candidates individual demonstrable experience working in support of processes within ISO 9001 along with any quality related certifications that they may have earned, such as the ones referenced in the IFIB LC 18 Matrix.
Past Performance	General	With regards to the Past Performance Information Form is the company required to submit one form that reflects work with each of the applicable labor categories that we are bidding on? For example, if one project only covers 5 of the labor categories and we want to bid on all 20 do we need to submit multiple forms depicting experience in all 20 labor categories? Regardless of the number of forms, it takes to cover the scope? Or will one form depicting similar capability development experience meet this requirement?	Past performance submissions must be clearly and easily traceable to related labour category. Companies are recommended to submit adequate past performance that at least reflects the minimum requirements necessary for the labour categories proposing in a clear and concise manner. Multiple forms may be used if the company deems that be the best fit appropriate. Companies are required to provide a 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 the SOW.
Past Performance	General	In 7. Proof of Past Performance, the instructions state that references may be submitted in lieu of past performance. Can you please provide further details about references? Would this include where an executive of the company has managed or performed services similar to the requirement?	"References" in lieu of "Past Performance" for work performed within the past in the timeframe stipulated in IFIB. HQ SACT strictly evaluates the reference the same as the past performance; IAW an offeror's compliance with technical requirements and performance standards as stipulated in enclosure 3.
Candidate Matrices	General	the Candidate Matrices, where the instructions state "Minimum of One	Past Performance is evaluated at the Company Level. Past performance

		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 the SOW.” Can this be from either the company, the proposed candidate, or a key executive of the company?	submission must be clearly and easily traceable to related labour category. Companies are recommended to submit adequate past performance that at least reflects the minimum requirements necessary for the labour categories proposing in a clear and concise manner.
General		We would like to provide partial bid on selected key positions, would that be possible?	Per IFIB Page 6, Section Titled “Bidding Instructions” paragraph 1; Partial bidding is allowed.
General		If not in Question 1, would you be able to advise any prime contractor that we should connect to?	Award Notice is on the HQ SACT Website.
General		As we understand, Sweden and Finland are defined, in some senses, as having NATO status. Would a Finnish and/or Swedish contractor with NATO Security Clearance be able to fulfill one of the key positions?	Per IFIB Page 6, Section Titled “Bidding Instructions” paragraph 4; All proposed key personnel on this requirement must be citizens of a NATO member nation.
Extension		Amendment #1 added 9 labor categories, bringing the total requested positions to 31. The current due date for proposals is 17 April 2023, which is a very short time-frame to identify qualified candidates. We request an extension of the due date for sixty (60) days to Friday, 16 June 2023. This will allow contractors more time to prepare complete proposals with strong, qualified candidates rather than small partial bids, which may result in another recompetete.	Please see amendment 2 for revised date
SoW, Annex B, LC 23		Req. 2-4 and 6-7 from the matrix are not part of the JD. The JD seems incomplete	Requirements Matrix scoring categories 2-4 and 6-7 reflect the essential qualifications as listed in the description of LC23. Tasking description of LC23

			as written demonstrates a high level of Quality Assurance support to a senior military command and accordingly a need for demonstrable experience in multiple areas.
SoW, Annex B, LC 28		Five points are missing, total score is 95	After review, the scoring matrix equals 100
SoW, Annex B, LC 45		Req. 6 from JD asks for provision of English language test if the individual is not a native English speaker, while the matrix doesn't have such requirement. Which one is correct?	Apendix B. Question 2 of the Compliance Matrix states: <i>Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.</i>
SoW, Annex B, LC 21		Req. 2 from the matrix is not part of the JD	Req. 2 from the matrix can be found in number 3 of the Essential qualifications of the JD.
SoW, Annex B, LC 21		Req. 2 and 4 from the JD are not part of the matrix	Req.2 & 4 can be found in 1 and 3 of the Matrix
SoW, Annex B, LC 16		No point value is attributed to Military College degree	See amendment 2 for updated LC 16 Matrix
SoW, Annex B, LC 17		Req. 6 from Essential Qualifications, is not included in the matrix	See amendment 2 for updated LC 17 Matrix
SoW, Annex B, LC 18		Req. 7 nor clear if it's MSP AND Prince2 or MSP OR Prince2	See amendment 2 for updated LC 18 Matrix
SoW, Annex B, LC 18		Req. 9 from the JD is not part of the matrix	That is correct.
SoW, Annex B, LC 19		Req. 1 the value points asks for experience in requirements management, while the requirement mentions architecture design and is related to education qualification	Experience in Enterprise Architecture in support to capability development would also be accepted.
SoW, Annex B, LC 19		Req. 4 matrix - the point values mention having certification, but the requirement asks only for experience, so it is not clear what certification is expected	One or more Enterprise Architecture related certifications such as the ones required to support the US JCIDS Process or the equivalent from other Nations, or the ones recognised by leading organizations in the field such as the TOGAF 9 (The Open Group)

SoW, Annex B, LC 19		Req. 7 matrix there is only option for one certificate	The requirement is to have at least one of the certifications.
SoW, Annex B, LC 19		Req. 1 and 2 from the JD are not part of the matrix	Requirement 1 of the JD is covered by the first item of the compliance matrix. Requirement 2 is covered by Requirement 4 of the matrix.
SoW, Annex B, LC 20		Req. 3 matrix, value points for several ranges overlap. For example 3+ years (3-7 points), 5+ years (5-9 points)...	LC 20 is not included in IFIB 23-01 Part C
SoW, Annex B, LC 20		Req. 4 matrix point values overlap for different categories. The matrix requirement is less detailed than the JD requirement	LC 20 is not included in IFIB 23-01 Part C
SoW, Annex B, LC 20		Req. 5 matrix point values overlap for different categories. The difference between Moderate and extensive is not clear. The matrix requirement is less detailed than the JD requirement	LC 20 is not included in IFIB 23-01 Part C
SoW, Annex B, LC 20		Req. 6 matrix point values overlap between different categories	LC 20 is not included in IFIB 23-01 Part C
SoW, Annex B, LC 20		Req. 8 matrix is not part of the JD, again point values overlap	LC 20 is not included in IFIB 23-01 Part C
SoW, Annex B, LC 20		Req. 1 from the JD is not part of the matrix	LC 20 is not included in IFIB 23-01 Part C
SoW, Annex B, LC 22		Req. 7-13 from the JD are not part of the matrix	LC 22 is not included in IFIB 23-01 Part C
SoW, Annex B, LC 24		The education requirement from the JD (req. 1) is different from the one in the matrix (req.3)	LC 24 is not included in IFIB 23-01 Part C
SoW, Annex B, LC 24		Almost the entire JD doesn't correspond to the matrix	LC 24 is not included in IFIB 23-01 Part C
SoW, Annex B, LC 25		Req. 4 matrix - point values not clear what is it meant by Bachelors w/less than 2 years and Bachelors with 3 or more years. Is this experience of the length of the study program?	LC 25 is not included in IFIB 23-01 Part C

SoW, Annex B, LC 25		The JD reqs don't exactly correspond to the matrix	LC 25 is not included in IFIB 23-01 Part C
SoW, Annex B, LC 26		Req. 2 matrix is not part of the JD requirements	LC 26 is not included in IFIB 23-01 Part C
SoW, Annex B, LC 26		The matrix requirements are different than the JD requirements and contain conflicting information. The matrix mentions some requirements which are not present at all in the JD	LC 26 is not included in IFIB 23-01 Part C
SoW, Annex B, LC 27		The point range for all listed requirements is not defined, clarifications are needed	LC 27 is not included in IFIB 23-01 Part C