

RFP-ACT-SACT-23-75



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

Request for Proposal

RFP-ACT-SACT-23-75

Long-Term Military Strategic Shaping – Russia’s Approach to Gaining Military Superiority

Bidding Instructions

Amendment 1
(All changes in red text)

RFP-ACT-SACT-23-75

Table of Contents

1.	General.....	3
2.	Classification	3
3.	Definitions.....	3
4.	Eligibility.....	3
5.	Duration of Contract.....	4
6.	Exemption of Taxes	4
7.	Amendment or Cancellation.....	4
8.	Bidder Clarifications.....	4
9.	Bid closing date	5
10.	Bid Validity.....	5
11.	Content of Proposal	5
12.	Proposal Submission	5
13.	Late Proposals.....	6
14.	Bid Withdrawal.....	6
15.	Bid Evaluation.....	6
16.	Proposal Clarifications	6
17.	Award.....	7
18.	Communications.....	7
19.	Points of Contact:	7
	Enclosure 1	8
	Enclosure 2.....	9
	Enclosure 3.....	10

RFP-ACT-SACT-23-75

BIDDING INSTRUCTIONS

1. General

This is a Firm Fixed Price deliverables contract in accordance with the HQ SACT General Terms and Conditions; **Contract Award is contingent upon funding availability; Partial bidding is not 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 Organisation.
- (i) The term "days" as used in this RFP shall, unless otherwise stated, be interpreted as meaning calendar days.

4. Eligibility

This RFP is open to governmental or commercial entities:

- (a) Established in a North Atlantic Treaty Organisation Alliance member nation.
- (b) Working in the required field of study and legally authorised to operate in the country and countries in which this contract is to be performed, at the time of bidding. Please refer to our Terms and Conditions paragraph 23 "Authorization to Perform." Has performed the desired past performance including size, cost and scope, as described in this RFP. Has performed the desired past performance including size, cost and scope, as described in this RFP.
- (c) **All proposed key personnel on this requirement must be citizens of a**

RFP-ACT-SACT-23-75

NATO member nation.

5. Duration of Contract

- (a) The contract awarded shall be effective upon date of award.
- (b) Period of Performance: on or about 10 Jul 2023 – 16 Nov 2023

6. Exemption of Taxes

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

7. Amendment or Cancellation

- (a) HQ SACT reserves the right to amend or delete any one or more of the terms, conditions or provisions of the RFP prior to the date set for bid closing. A solicitation amendment or amendments shall announce such action.
- (b) HQ SACT reserves the right to cancel, at any time, this RFP either partially or in its entirety. No legal liability on the part of HQ SACT shall be considered for recovery of costs in connection to bid preparation. All efforts undertaken by any bidder shall be done considering and accepting, that no costs shall be recovered from HQ SACT.

8. Bidder Clarifications

- (a) Prospective Bidders should seek clarification at their earliest convenience. Any explanation regarding the meaning or interpretation of this RFP, terms, clause, provision or specifications, shall be requested in writing, from the Contracting Officer. The Contracting Officer must receive such requests for clarification no later than 3 (three) calendar days prior to the bid closing date.
- (b) In lieu of a bidder's conference, HQ SACT invites bidders to submit initial technical and contractual questions not later than **26 Jun 2023**.
- (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. Oral Interpretations shall not be binding.

RFP-ACT-SACT-23-75

9. Bid closing date

Bids shall be received at HQ SACT, Purchasing and Contracting Office, no later than **21 Jul 2023, 0900 hours, Eastern Standard Time, Norfolk, Virginia, USA**. No bids shall be accepted after this time and date. **No hard copy proposals will be accepted.**

10. Bid Validity

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.

11. Content of Proposal

A table of contents for the entire proposal

- (a) The bidder's full name, address, Point of Contacts, Telephone, Fax number; Internet site;
- (b) Compliance statement (See Enclosure#1);
- (c) Past performance (See Enclosure#2); references will be accepted in lieu of past performance
- (d) Provision of technical and price volumes;
- (e) Compliance matrix (See Annex B to Statement of Work).

12. Proposal Submission

- (a) Proposals shall be submitted electronically in a two separate PDF documents, one containing the **Technical Proposal** and one containing the **Price Proposal**, each e-mailed separately to:
 - Technical proposal: techproposal@act.nato.int
 - Price proposal: priceproposal@act.nato.int

E-mail subjects shall include the solicitation information along with company name (for example: RFP-ACT-SACT-23-XX_Tech_ABC Inc. / RFP-ACT-SACT-23-XX_Price_ABC Inc.). **Allow sufficient time in your submission should you encounter e-mail size challenges.**

- (b) **Price proposals shall be in U.S. Dollar currency.** Contractor may request payment post award in alternate currency based on agreed conversion rate.
- (c) Prices shall be on a **Firm Fixed Price Basis** and include any relevant discount schedule.
- (d) No oral bids or oral modifications or telephonic bids shall be considered.

RFP-ACT-SACT-23-75

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

13. Late Proposals

- (a) It is solely the bidder's responsibility that every effort is made to ensure that the proposal reaches HQ SACT prior to the established closing date and time. Only if it can be unequivocally demonstrated that the late arrival of the bid package was the result of NATO staff negligence (mishandling) shall the bid be considered.
- (b) **A delay in an e-mail exchange due to server or size restrictions does not constitute a delay by NATO.**

14. Bid Withdrawal

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

15. Bid Evaluation

- (a) The evaluation of bids and determination as to the responsiveness and technical adequacy or technical compliance, of the products or services requested, shall be the responsibility of HQ SACT. Such determinations shall be consistent with the evaluation criteria specified in the RFP. HQ SACT is not responsible for any content that is not clearly identified in any proposal package.
- (b) Proposals shall be evaluated and awarded to the company that represents the best value to NATO. Technical clarification of essential competencies may be conducted.
- (c) The following factors are considerations:
- Successful administrative submission of bid package and requested documents.
 - Compliance with mandatory criteria identified on Annex B (Compliant/non-Compliant).
 - Technical factors / pricing factors rated the following: Technical / Price = 70/30.
 - Acceptance of HQ SACT General Terms and Conditions.

16. Proposal Clarifications

RFP-ACT-SACT-23-75

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

17. Award

HQ SACT intends to award a firm fixed price contract(s) to the Offeror(s) whose proposal(s) represents the best value to NATO. Partial awards are not authorized.

HQ SACT will collect information from references provided by the Offeror in regard to its past performance. Contractors must provide authorization to contact references. HQ SACT reserves the right to negotiate minor deviations to the listed General Terms and Conditions to this RFP.

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

19. Points of Contact:

Kellie Hagen, ACT Contracting Officer,
757-747-4180, Kellie.Hagen@act.nato.int

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

RFP-ACT-SACT-23-75

Enclosure 1

COMPLIANCE STATEMENT TO SEALED BID RFP-ACT-SACT-23-75

It is hereby stated that our company has read and understands all documentation issued as part of RFP-ACT-SACT-23-75. Our company proposal submitted in response to the referenced solicitation is fully compliant with the provisions of RFP-ACT-SACT-23-75 and the intended contract with the following exception(s); such exemptions are considered non substantial to the HQ SACT solicitation provisions issued.

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

(If applicable, add another page)

Company: _____ Signature: _____

Name & Title: _____ Date: _____

Company Bid Reference: _____

Bidder's proposal must be based on full compliance with the terms, conditions and requirements of the RFP and all future clarifications and/or amendments. The bidder may offer variations in specific implementation and operational details provided that the functional and performance requirements are fully satisfied. In case of conflict between the compliance statement and the detailed evidence or explanation furnished, the detailed evidence/comments shall take precedence/priority for the actual determination of compliance. Minor or non-substantial deviations may be accepted. Substantial changes shall be considered non responsive.

RFP-ACT-SACT-23-75

Enclosure 2

PAST PERFORMANCE INFORMATION FORM (References may be submitted in lieu of past performance)

- (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.

RFP-ACT-SACT-23-75

Enclosure 3

SEALED BID PRICE PROPOSAL

SUBJECT: RFP-ACT-SACT-23- 75

Proposed rates must be fully “loaded” [G&A, O/H etc.], however they must not include per diem (meals & lodging) and travel. Travel (and related expenses) will not be covered under this contract, but handled separately in accordance with the ACT Financial Manual.

SUBJECT: RFP-ACT-SACT-23- 75

Please find on behalf of **Insert: Company Name** to provide HQ SACT with services (collectively referred as “ITEMS”), subject to the provisions, terms and conditions stated in RFP ACT-SACT-23-75 and the “**Insert : Company Name** Technical proposal”, submitted in accordance with solicitation provisions.

DELIVERABLES	COST
1. Draft Analytical Report: LTMSS (15000-20000 words)	\$
2. Final Analytical Report: LTMSS (15000-20000 words)	\$

Please verify and acknowledge propriety of above, by duly completing signatures below.

Authorizing Company Official:

Printed Name: _____

Position: _____ Title: _____

Authorizing Company (Signature): _____, Date: _____.

Company name Witness Official:

Printed Name: _____

Position: _____ Title: _____

Witness Signature: _____, Date _____

Annex A

Statement of Work (SoW)

**LONG-TERM MILITARY STRATEGIC SHAPING – RUSSIA’S
CHANGING RELATIONS AND MILITARY INSTRUMENT OF POWER**

1. Introduction

The North Atlantic Council endorsed Warfare Development Agenda (WDA) outlines how Allied Command Transformation (ACT) will deliver a paradigm shift in the way NATO advances its understanding of the complexities and multi-faceted challenges associated with the future operating environment. ACT is, therefore, responsible for developing the necessary means to explore how it increases its overall awareness of emerging global trends and strategic risks, and how it can instigate processes to introduce appropriate mitigations and preparations to maintain a long-term informed strategic advantage. To enable this, ACT is developing key work-strands under the Warfare Development Imperative (WDI) of Cognitive Superiority and has re-established its Strategic Foresight Analysis capability. At the heart of these initiatives, the Long-Term Military Strategic Shaping (LTMSS) process aims to deliver advice on how military and non-military shaping options could address adverse (and favourable) trends of the future. This is further enhanced by the Strategic Foresight studies on the evolution of the future security environment and its implications to the Allied Instrument of Power.

2. Background and Scope of Work

To develop the contextual baseline of current threats and challenges and to communicate the requirement for NATO to develop an LTMSS capability, ACT has initiated a series of projects and studies within the Cognitive Superiority WDI to reflect the current global strategic environment and the strategic military capabilities trajectories of key NATO adversaries. A key focus is to consider the strategic military implications for NATO of the long-term trajectory of Russia’s strategic and military capabilities. To re-evaluate and reflect the changing geopolitical environment - as a consequence of Russia’s war against Ukraine, there is a requirement to re-assess underlying reasons for Russia’s strategic behaviour and changing character of its relationships. This initial baseline analysis will need to take into account appropriate political, economic, technology and military aspects that represent the complexities of the current geopolitical context. The deliverables, must therefore, consider:

- a. Key relevant political, economic and military-strategic factors driving Russia’s approach to their military strategy, force organisation and capability development;
- b. Identify Russia’s key tenets that define their military-strategic thinking;
- c. An analysis to baseline Russia’s Current Capabilities across:
 - i. Conventional Forces (RFA, RFN, RFAF);
 - ii. Nuclear Forces;
 - iii. Cyber and Space Capabilities;
 - iv. Cognitive / Information Capabilities

RFP-ACT-SACT-23-75

- d. An analysis of Russian approach to developing and fielding advanced technologies for military purposes;
- e. Russia's approach to military-strategic relations with China, particularly in the areas of military cooperation, advanced technology sharing arrangements and energy security.

3. **Contract Type and Place of Performance**

- a. **Type of Contract.** This contract is a Firm Fixed Price contract with defined deliverables.
- b. **Place of Performance.** Contractor facility. Necessary engagement may be done remotely. Travel is not required for this Statement of Work (SoW); coordination can be conducted completely remotely.
- c. **Period of Performance. On or about 10 Jul 2023 – 16 Nov 2023.**

4. **Contract Performance and Administration**

- a. The COTR shall provide directions, guidance and support information requests, as required, for all process and content areas of the SoW. The COTR shall resolve outstanding disputes, problems, deficiencies and questions on the technical or process aspects of LTMSS; review and approve all contractor duties for completeness and accuracy; and review the contractor's work. The COTR's written approval of work performed is mandatory for the contractor invoice to be successfully processed. The COTR will receive a letter of appointment from the Contracting Officer that describes the detail of his roles and responsibilities to which he shall formally accept. The Contracting Officer has final authority (in consultation with the COTR) to determine if the contract/SoW should be amended, extended, modified or cancelled for evolving requirements, new taskings and/or technical non-performance issues.

5. **Tasks**

The contractor shall research and develop a single report. The product can be delivered electronically.

- a. **Conduct Research.** The contractor shall conduct research to establish the baseline of Russia's current focus in its regional relationships and its conventional military capability. This research will include original source documents but also encompass materials at the discretion of the contractor in order for them to establish a baseline analytical report, which identifies and analyses key strategic geopolitical relationships that underpin Russia's broader strategic political-military driving factors and development of its military capabilities. The contractor must have a technical, analytical and strategic foundation with an in-depth understanding of Russia's military, strategic agenda and regional geopolitics.

RFP-ACT-SACT-23-75

b. **Report Development.** The contractor will generate a concise report (complete with executive summary, research analysis and conclusion) outlining Russia’s current approach to its strategic relations. This will be discussed with the SALT and SF project team (virtually).

c. **Narrative.** The narrative will be between 15000 – 20000 words and encapsulate themes aligned with the requirements of Cognitive Superiority WDI’s LTMSS LoD and Strategic Foresight Assessments. The contractor must have a background of proven previous performance in conducting strategic military analysis.

6. Period of Performance and Timelines

Ser	Deliverable	Due Date
1	Draft Analytical Report: LTMSS (15000-20000 words)	27 September 2023
2	Final Analytical Report: LTMSS (15000-20000 words)	16 November 2023

7. Acceptance Criteria

Acceptance criteria for the task includes, but is not limited to the following criteria:

a. **Overall.** Must be based on a technical understanding of the outcomes of the LTMSS (baselining geopolitical and operating environment trends with military and non-military instruments of power implications), be critically and professionally written underpinned by a credible depth of research; it should compel the audience to read, engage and think reflectively about NATO’s future.

b. **Draft.** Upon SALT Branch’s approval of the contractor’s concept, a first draft of the narrative will be written. The draft will be provided by **27 September 2023**, to a selected team of readers for feedback and guidance (SALT and SF SME’s and an identified set of target audience proxies determined by SALT/SF Branch).

c. **Final Draft.** After the draft feedback is discussed with the contractor, the contractor will review and edit the narrative before producing a final draft by **16 November 2023**.

8. Security

All work supporting the development of the narrative will be unclassified and contractors do not require security clearance. However, contractors will need to sign non-disclosure agreements on insights obtained in order to facilitate creation of the narratives.

9. Intellectual Property Rights

All rights reserved by NATO Allied Command Transformation. The narratives may not be copied, reproduced, distributed or publically displayed without approval from ACT StratComm and SALT

RFP-ACT-SACT-23-75

Branches. Products developed for ACT can be further used, modified and republished by ACT SALT Branch as required. Therefore, intellectual property rights for any service and product by the contractor shall be owned in perpetuity by HQ SACT.

10. **Security Considerations for the Deliverable**

There are no security considerations. The deliverable will not be classified and, therefore, will not bear any classification markings.

11. **Releasability**

NATO nations have regulations and laws applying to the export of defence related goods by domestic commercial sources to outside entities (such as NATO). The products or services under this SoW will need to be releasable to entities identified under the statements made with regards to the Intellectual Property Rights. The StratComm Branch will control release of the product.

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 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).**

Bidders shall include reference to page number from within their technical proposal that proves requirement is met.

Bidder Name

#	Mandatory Criteria	Compliant (C)	Non-compliant (NC)
1.	Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) (Written and Oral). NATO: 3333.		
2.	Demonstrated background in policy/strategy analysis and the associated staff work (8-10 years recommended).		
3.	Demonstrated extended knowledge of Russia’s strategic capabilities (nuclear, cyber, space and conventional forces).		
4.	Demonstrated extended knowledge of Russia’s military strategy and doctrine.		
5.	Demonstrated strategic analysis relating Russia’s approach to military modernization and priorities in strategic capability development and investment in new/ emerging technologies.		
6.	Demonstrated historic military analysis of evolution of Russia’s		

RFP-ACT-SACT-23-75

	military strategy and strategic capabilities to baseline current developments and trend assessments.		
7.	Minimum of two past performance citation within the last five years to show successful completion of work that is similar to or directly traceable to this SoW's requirements.		
Scored Criteria			
8.	Demonstrated research experience in the field of Russian studies conducted in relevant accredited academic institutions and/or organizations (governmental or non-governmental) or similar experience, related to Russia.		> 5 years: 20 2 to 5 years: 10-15
9.	Possess a university degree, or minimum 4 year experience related to Russia (i.e. International Relations/ Language/ History)		PhD: 20 Master's degree: 15 4-year university degree or equivalent experience: 10
10.	Having lived/worked or extensively traveled in Russian, Belarus, former Soviet Union region.		> 5 years: 10 2 to 5 years - 5 None – 0 (zero does not constitute non-compliant)
11.	Demonstrated experience in corporate, government, or academic environment in analysis in the area of international relations and security studies or similar experience.		> 5 years: 10 2 - 5 years: 2 - 5 < 2 years: 0
12.	Published work that demonstrates knowledge of Russia political / geopolitical, human, economical, technological and/or environmental issues.		Publication In a peer-reviewed journal: 40 Publication In a professional journal: 30 Academic thesis or equivalent : 20 None: 0

HQ SACT GENERAL TERMS AND CONDITIONS DATED 01/26/2022 ARE

RFP-ACT-SACT-23-75

APPLICABLE TO THIS PROCUREMENT AND CAN BE LOCATED ON THE ACT WEBSITE AT WWW.ACT.NATO.INT/CONTRACTING UNDER CONTRACTOR INFORMATION.

This page intentionally left blank