

Subject:

IFIB-ACT-SACT-24-39 ACT BUSINESS CHANGE (ABC)

Reference:

Q&A #1

Date of Issue:

26 JUN 2024

The following questions were raised with respect to subject **IFIB-ACT-SACT-24-39 ACT Business Change (ABC)**. Responses are to provide clarification.

Questions	Responses
1. Benchmarking has a variety of definitions across the listed relevant industries. May ACT provide the intended definition of benchmarking as used in the SOW and Grading Matrix?	1. "Benchmark" is used in the IFIB with three meanings. <ul style="list-style-type: none">a. Per Diem Rates Page 20, Paragraph 7d: NATO per diem rates should be used as the benchmark [standard planning figures] for preparing travel estimates.b. Quality control measures Page 26, para 19c; page 33, para a and para d; page 36; page 40: Bidders must provide one or more indicative examples of personnel that they see as meeting the benchmark levels [standards for skills and experience], and will be expected to justify the use of cost rates in the task order process by reference to these standard levels and the examples provided previously.c. Industry benchmarks Page 37, row 1: bidders will be scored on their ability to provide verification of their relevant skills by reference to independent, externally published, <i>comparative</i> analyses, rankings, or other assessments across a market segment – where the analysis and market segment cover relevant skills and experience to this IFIB. Scoring on this element is based on the relevance of any benchmark information provided, and the comparative assessment provided of the Bidder.
2. SOW, page 26, paragraph 19.c.2), states "no more than 3 pages per individual" for example CV/resume. Is there a limit to the number of CVs vendors may submit?	2. Please provide no more than two (2) CVs/resumes per Quality Control Measure (Executive, Senior, Expert, Junior) for each Serial (Organizational and Business Model Design, Business Analysis; Culture Change; Learning, Skills, and Talent Management). For Quality Control Measures, this means no more than 24 CVs .

	<p>However, we expect a single CV to be sufficient in most circumstances to demonstrate the Bidder's ability to meet the standard for each Quality Control Measure. In addition, the same CV may be used across multiple Serials (where clearly stated as such).</p> <p>There is no limit to the number of CVs that may be submitted to accompany the plan for Work Package 1: Programme Management (PgM). However, any CVs submitted for this purpose must be referenced in the PgM plan, must clearly deliver value for PgM, and will be expected to deliver this Work Package.</p>
3. SOW, pages 26 to 27 state page limits for Response Parts except Part 2. Is there an overall page limit for Response Part 2?	<p>3. Response Part 2 consists of CVs / resumes to demonstrate ability to meet the stated Quality Control Measures. Answer #1 states that no more than 24 CVs will be accepted for Part 2. Each CV may be up to three pages long. Therefore we expect no more than 72 pages for Part 2, and additionally expect most effective responses to be shorter than this.</p> <p>Bidders may provide supplemental succinct summary information so that it is clear to assessors which CVs / resumes align to which contract Serials and Quality Control Measures.</p>
4. Bidding Instructions, page 4, paragraph 1, state "Partial bidding is not allowed" and, on page 8, paragraph 17, that "Partial awards are not authorized." However, SOW, page 27, paragraph 19.c.2), states "all QCM's listed will be needed to each of the categories for which partial bidding is allowed." Is partial bidding allowed at the contract framework level or at the task order level?	4. Partial bidding is not allowed at the framework contract level nor task order level. Please see amendment 1.
5. SOW, page 29, paragraph 20.a.2), states "the potential of split/multiple contract awards." To promote ABC support responsiveness to on-call deliverables and unity of effort on forecasted deliverables, ACT should adopt a single award approach to this framework contract. Does ACT anticipate multiple or a single award for this contract?	5. Partial bidding is not allowed at the framework contract level nor task order level. Please see amendment 1. HQ SACT anticipates a single award.
6. Annex C, page 36, lists four relevant industries. Does the order reflect ACT's priority for each industry? If so, what are the relative values?	6. There are no weightings for these industries. Noting HQ SACT's unique organizational context, HQ SACT seeks breadth of experience across the range, to the maximum extent possible.

7. SOW, page 23, paragraph 15.b. states "Before the start of the base year, and each subsequent year if an option is exercised, HQ SACT will alert the Contractor with known requirements for Deliverables." What are the known requirements for forecasted and on-call deliverables for the base year?	7. Indicative tasking requirements expected during the base year are stated on page 19, paragraph 6.
8. SOW, page 26, paragraph 19.b.3) states "companies shall cite at least five past performances." What is the maximum number of past performances a bidder may submit for evaluation?	8. There is no maximum limit to the number of past performances that a bidder may submit, as long as these are submitted within the 30-page limit for Response 1 stated on page 26, para 19.b.1).
9. SOW, page 28, paragraph 19.g.1) Response Part 6 - Price with Basis of Estimate, states "Bidders shall propose an hourly rate, for each of the QCMs for development of deliverables, to the standards specified in Annex B." Please explain what you mean by a Basis of Estimate (BoE) for an hourly rate? Given this is just a rate for each QCM, there is no BoE to show since that is a BoE relative to the number of hours not the cost build up for a QCM's hourly rate. Please clarify what information is required for Response Part 6 - Price with Basis of Estimate.	9. Bidders must propose an hourly rate for each QCM. After contract award, these hourly rates will be used in the Basis of Estimate(s) when placing specific task orders through this framework contract. Only hourly rates are required; no supporting calculations or BOE are necessary.
10. General: Given answers to questions may not be available until late June, would NATO consider extending the proposal submission deadline by 2 weeks?	10. At this time HQ SACT does not anticipate extending the bidding deadline.
11. Content of Proposal, Pg 6, "(d) Grading Matrix (See Annex C).": The IFIB notes that the grading matrix is a required part of the complete proposal package. Please clarify what bidders are required to include as part of the grading matrix in the proposal.	11. Bidders are required to submit the self-grading Matrix with references to the page, section, and line number of the proposal that best demonstrates the criteria being scored.
12. Proposal Submittal, Pg. 7, "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 " Section 11. Content of the Proposal lists four sections (a, b, c, d) to be included in the proposal. The technical volume and the price volume are both within (c). Section 12 directs bidders to	12. 1) No, bidders shall include items (a), (b), and (d) within the technical proposal submission. The price proposal shall include item (a) along with the actual price volume. 2) No, a complete proposal package is not necessary. Please submit the technical and price proposals as indicated in the bidding instructions.

<p>submit the technical proposal and the price proposal as two PDF files to separate email addresses.</p> <p>1) Should offerors include items (a), (b), and (d) within the technical and price proposals for submission?</p> <p>2) Do offerors need to submit a complete proposal package in addition to the separate technical and price volume submissions, and if so, will NATO ACT provide instructions for where to submit?</p>	
<p>13. Award, Pg 8, “HQ SACT intends to award a firm fixed price contract(s) to the Bidder(s) whose proposal(s) represents the Best Value Offer to NATO.”: Does NATO ACT intend to award to only one bidder or will there be multiple awards?</p>	<p>13. HQ SACT intends to award to a single company.</p>
<p>14. Enclosure 3, Pg 12, “Travel (and related expenses) will not be covered under this contract, but handled separately in accordance with the ACT Financial Manual https://www.act.nato.int/images/stories/budfin/afm24.pdf.”: The link returns a 404 error. Can NATO provide more clarity on how offerors should handle travel in their price proposal, if this is required?</p>	<p>14. Contracting Please note that relevant sections of the ACT Financial Manual are provided at the end of ACT’s Contracting website: https://www.act.nato.int/opportunities/contracting/</p> <p>Please note enclosure 3 instructions. The submitted price proposal shall not any travel costs.</p>
<p>15. Annex B, Pg 33, “A BOE will be a contract pre-requisite to accompany the price proposal for contract award consideration and subsequently for price proposals for products ordered in Work Package 2.”: Please clarify the requirement to submit a BOE with the price proposal as outlined in this section.</p>	<p>15. A Basis of Estimate is not required for the framework contract award. The BOE will be used for placement of task orders. Please see amendment 1 paragraph Annex B, section b.1.</p>
<p>16. Enclosure 2, Pg 11, “PAST PERFORMANCE INFORMATION FORM (References may be submitted in lieu of past performance)”: The past performance information form notes that references may be provided in lieu of past performance. Can NATO provide any instructions on the requirements for references, if these are used?</p>	<p>16. There is no specific format or instruction for the use of references however, it is the suppliers responsible that the references satisfactorily address the same elements that the past performance addresses.</p>
<p>17. Organizational / Workforce Experience</p> <ul style="list-style-type: none"> What outcomes does NATO hope to achieve in redesigning its organization and workforce experience? 	<p>17. Outcomes:</p> <ol style="list-style-type: none"> 1) To ensure that HQ SACT is fit to transform the Alliance’s Military Instrument of Power at the speed and scale demanded by the current strategic security environment.

<ul style="list-style-type: none"> • What key problems or systemic challenges stand in the way of NATO achieving expected outcomes? • What current strategic plans and/or roadmap exist to guide the redesign? • In terms of organizational design, what size of workforce and organizational structures does the scope cover? 	<p>2) HQ SACT must become more customer-aligned (while acknowledging that the business concept of “customers” does not directly translate), effective, and efficient.</p> <p>Systemic Challenges:</p> <p>3) NATO is an alliance of 32 nations. NATO’s staff bring 32 national, civilian and military cultures to work every day.</p> <p>4) The NATO Command Structure is the permanent military arm of a political alliance.</p> <p>Strategic Plans / Roadmaps:</p> <p>5) HQ SACT is considering various options on how to become more fit-for-purpose specifically with the drivers for ACT change in mind; workflow, workspaces, workplaces, and workforce (detailed on page 16, para 2.b-2.e).</p> <p>Scope:</p> <p>6) Organizational structures covered in the scope of this contract are summarized on page 17, para 2.h and 2.i.</p>
<p>18. Training and Development</p> <ul style="list-style-type: none"> • Have NATO training programs been developed for this effort? • What is NATO’s current digital learning approach? • What LMS(s) are currently used by NATO? • What languages are needed for NATO training materials and events? 	<p>18.</p> <ul style="list-style-type: none"> • Yes. As an example, a training course for strategic influencing and negotiation was recently piloted. • NATO uses a blend of in-person (including courses delivered by NATO and commercially) and digital learning. • NATO uses the Joint Allied Distributed Learning: https://jadr.act.nato.int/ • Allied Command Transformation is headquartered in the US and business is conducted in English.
<p>19. Change Management</p> <ul style="list-style-type: none"> • Have you conducted a change impact assessment? If so, can this be shared? • Is there a change methodology (e.g., Prosci, Kotter, etc.) NATO already uses? • To what extent will spans and layers will be impacted? 	<p>19.</p> <ul style="list-style-type: none"> • No, we have not conducted a change impact assessment. • Change is not structured around a single methodology. Of the two mentioned, ACT’s change processes align much more closely to Prosci than Kotter, or any other derivation of Lewin’s model. • ACT’s organizational structures are agreed by all 32 NATO nations, as such, changes to spans and layers must be approved by them.

<p>20. Clearance</p> <p>Is the “one-week” duration for being onsite that requires SECRET clearance a cumulative or continuous measure?</p>	<p>20. This measure is a continuous measure, however a limit may also be applied to cumulative visits over a short time span. If applied, this would be in consultation between the Contracting Officer’s Technical Representative and the Contractor.</p> <p>The intent of this duration is to highlight that personnel without SECRET clearances must be escorted around any NATO facility. NATO staff availability to escort is limited, so the presence of personnel without clearance must also be limited. However, noting that the market for business change skills is wider with the inclusion of the non-defence industry, we do not wish to limit participation to only companies with large pools of security cleared staff.</p>
<p>21. Financial Aspects</p> <p>Are there any specific guidelines on how to present and justify the pricing structure for different levels of quality control measures?</p>	<p>21. The only pricing information required is an hourly rate for each level of Quality Control Measures using the table on pages 12-13.</p> <p>Note that this table has an error: Option Year 4 runs from 01 JAN – 31 DEC 2028. Please see amendment 1.</p>
<p>22. Clarifications on Annexes</p> <p>In Annex B, regarding Quality Control Measures, could you provide examples of what would be considered a successful case of meeting each quality control measure?</p>	<p>22. The indicative qualities and skills for each level of the Quality Control Measures are set out in Annex B, pages 33-35, paras d.2) to d.5).</p>
<p>23. Quality Control Measures</p> <p>Could you provide examples of what constitutes "Executive Level Quality Control Measures" versus "Senior Level" and other levels to ensure accurate classification?</p>	<p>23. The indicative qualities and skills for each level of the Quality Control Measures are set out in Annex B, pages 33-35, paras d.2) to d.5).</p>
<p>24. Proposal Requirements</p> <ul style="list-style-type: none"> • Can you confirm if there are any specific templates or formats preferred for the compliance statement and past performance citations? • Are there any additional guidelines for the presentation of the Company Experience and Quality Assurance Plan sections? 	<p>24. Contracts</p> <ul style="list-style-type: none"> • The compliance statement template (Enclosure 1 to the IFIB) is provided on page 10. • The past performance citation template (Enclosure 2 to the IFIB) is provided on page 11. • There are no further guidelines for the presentation of the Company Experience and Quality Assurance Plan sections.

25. Organization, culture, strategy and initiatives:

1. Within the document you highlight an already existing large-scale digital transformation strategy and change program – is this something you can share more information with us prior to the submission to inform the proposal?

2. Can you share with us how mobility works within ACT – we recognise from our work with HQ that this is typically self-led, and initiative based rather than formal organizational workplace mobility planning. Is there opportunity to increase mobility and flexibility within ACT for future sustainability?

3. Recognizing the constraints of international security, governance etc., how much of the culture within ACT enables “experimentation”?

4. Please can you share the current size of ACT by # of employees, different levels of seniority, etc.

25.

1. Specific details of existing digital transformation strategies cannot be shared prior to the submission. In summary: a NATO-wide digital transformation is being pursued that has implications for business and military digital capabilities. This impacts ACT and other NATO entities. The ACT Business Change Management team is working closely with the NATO Digital Transformation Champion and his team to ensure that risks and opportunities are appropriately managed.

2. By “mobility”, we mean:

- a. **Career progression.** Military staff are seconded to NATO as part of their normal career, and return to their nation at the end of their tour. Civilian staff are hired into a specific post, and must take part in the same open and transparent application process for any career move.
- b. **Flexible tasking and management.** Each person in the NATO Command Structure fills a post with specific roles and responsibilities. Despite this, the head of each NATO establishment may authorize temporary re-allocation to other organizational trial structures, or integrated project teams.
- c. **Remote working.** Staff at ACT are permitted to work remotely, with their line manager’s permission, on unclassified topics. Classified work must be conducted within an accredited NATO facility.

Across every definition of “mobility” we are trying to increase and improve mobility where it improves ACT’s ability to effectively and efficiently drive Alliance transformation.

3. ACT has multiple, parallel cultures. In some ways the culture of experimentation is very strong: (external) experimentation on military capabilities is one of ACT’s responsibilities and value proposition; (internal) attempts to experiment and improve the value delivered are often strongly supported, depending on leadership relationships and styles. For example, an experiment is underway around redesigning floorplans to improve flexible and cross-functional working.

4. HQ SACT is equivalent to a business with between 1001 – 2000 employees.

<p>26. Intervention(s):</p> <ol style="list-style-type: none"> 1. Our work in systems and culture change usually begins with a people first orientation – focusing on developing the culture so that it can change itself to where it needs to be – for us, this often comes before organizational design work – is this a process orientation you are open to explore? 2. What is the size, capability and capacity of the current business change management team (and talent, hr, organizational development) in supporting this change initiative and its interventions – i.e. would the team want to be involved in facilitation of cascaded culture sessions for example. 3. When working with the bottom up/top-down initiatives, we find one of our effective methods to be large group events: <ol style="list-style-type: none"> 1. do you have capacity to host these large group events (approx. 100) on site? 2. would the PgM be responsible for management and organizing of these logistics? 3. If not and venues are required, does this need to be commercially allocated as a part of the budget / BOE? 	<p>26.</p> <ol style="list-style-type: none"> 1. Culture can be a greater enabler and hindrance to performance than the mechanistic elements of an organization. However this view needs careful communication – it can be tempting for both staff and leadership to focus on more tangible aspects of an organization. Any change must address both mechanistic and social sides of the organization and both skillsets are necessary. 2. The business change management team is an integrated project team consisting of 3.5 full-time equivalents (FTEs). In 2024/25 this team will grow to 5 FTEs. HR and associated functions are approximately 20 people. The BCM and / or HR teams will expect to participate or run significant business change events and activities (pending priorities at the time). 3.1. HQ SACT can host large group events in an auditorium format. There are nearby venues that can host in classified and unclassified environments. 3.2. The PgM’s primary responsibilities are to ensure the coordination, coherence, and integration of Contractor deliverables, and assure their quality. The specifics of the role will depend on the approach taken by the Contractor. 3.3. Funding for venue hire should <u>not</u> be included in the price proposal for this contract. If venue hire is required, it may be included as a separate line item in the BOE when pricing a task order.
<p>27. Legal and contractual:</p> <ol style="list-style-type: none"> 1. If the proposed key personnel of the Contractor’s are citizens of a NATO member nation, but not a citizen of the United States, what type of Visa requirements are there, if any? 2. “Contractor(s) shall be responsible for satisfying the necessary clearance requirements” – Is NATO ACT able to support the contractor in acquiring the necessary NATO clearance, whether converting an existing national security clearance or otherwise? 	<p>27.</p> <ol style="list-style-type: none"> 1. Contractor personnel will be issued NATO-5 Visa if the contractor are not U.S. citizens. 2. Upon request, after award of the contract, HQ SACT will issue the awarded company an application for NATO Personnel Security Clearances. This letter will support that company’s Security Officer with obtaining the necessary clearance to perform the task orders. Please reference HQ SACT Terms General Terms and Conditions.

<p>3. Clause 6: The ‘most favoured nation’ clause is not standard practice in our industry. Our services are customized to the client’s requests and therefore it’s impractical to guarantee standardized prices. Would this exemption be considered a ‘ non-substantial description of minor deviation’ as far as the Compliance Statement goes?</p> <p>4. Clause 8 (d): Does classified information include any confidential information shared by HQ SACT during the term of the agreement?</p> <p>5. Clause 16: When we worked with NATO in the past, NATO T&Cs provided for arbitration. Would you consider arbitration as dispute resolution under this contract as well?</p>	<p>3. Clause 6 Preferred Customer does not apply as the cost will vary depending on the requirements of the task order.</p> <p>4. During the term of this contract, the majority of information will be “NATO UNCLASSIFIED”. This information does not carry a security classification, but shall only be used for official purposes and only individuals, bodies or organizations that require it for official NATO purposes may be access to it. NATO information marked NATO Unclassified is subject to specific release procedures.</p> <p>“NATO CONFIDENTIAL” is a NATO classification marking and must be treated as classified information. It is unlikely that any task will handle information of the classification or higher.</p> <p>5. Please see HQ SACT General Terms and Conditions Clause 16. Disputes. https://www.act.nato.int/opportunities/contracting/</p>
<p>28. Program Management</p> <p>1. “The Contractor will be expected to provide at least one main PgM point of contact working on-site in HQ SACT, Norfolk VA.” -- Is the PgM expected to be continuously available on-site for the duration of the contract, or only on occasions when close collaborative working with HQ SACT personnel is necessary?</p>	<p>28. The PgM is expected to be continuously available on-site for the duration of any ongoing tasks.</p>
<p>29. Impact and measurement:</p> <p>1. “Ability to Meet or Exceed Quality Control Measures” -- What criteria would be used to determine if the contractor can exceed QC measures?</p> <p>2. “Noting this external environment, Supreme Allied Commander Transformation (SACT) has decided that ACT must critically evaluate itself, to improve the pace and scale of NATO’s transformative efforts.” -- Has ACT performed a critical self-evaluation in the past, and if yes, what approach would ACT seek to repeat or modify?</p> <p>3. What Key Performance Indicators (KPI) will be used to evaluate the success of individual deliverables as well as the overall</p>	<p>29.</p> <p>1. If an individual is identified against one Quality Control Measure, but may meet the standard of a higher Quality Control Measure, then they may be considered to exceed the standard for which they have been identified.</p> <p>2. ACT conducts regular critical self-evaluation, approximately every 4-5 years. Each approach has been different, and has taken place in different external political contexts, internal leadership contexts, and staff contexts. Broadly, the following lessons have been identified:</p> <ol style="list-style-type: none"> 1) There is no right answer for ACT. The value provided by a transformational command changes over time, and regular cycles of self-reflection are necessary. 2) Changes are more successful when both leadership and staff are included.

<p>impact of the contractor's business change support?</p> <p>4. "These drivers shape ACT's internal business change activities" -- how does ACT evaluate the impact of its business change activities?</p>	<p>3) Solely focusing on the mechanistic aspects of the organization is insufficient.</p> <p>3. KPIs are used for individual lines of effort, and they depend on the type of change being pursued (e.g. workflow, workspace, workplace, workforce). Broadly, "customer" qualitative satisfaction, ACT leadership qualitative satisfaction, and ACT staff qualitative and quantitative satisfaction are our main metrics.</p> <p>4. ACT has a range of measures (primarily qualitative) for evaluating the impact of the command on the transformation of NATO. Evaluation of business change initiatives within ACT is also primarily qualitative, except in niche areas where quantitative measures are valuable (e.g. workplace capacity). ACT is small enough that qualitative feedback is quickly received whenever action is taken, or not taken.</p>
<p>30. Relating to tender documents:</p> <p>1. "Contractors shall provide an example (CV/resume) of an employee who could fulfil the requirements of each of the QCMs" -- Is there a preferred format or template for the CV?</p> <p>2. Related to Clause 12 of Additional Required Skills and Experience, do we need to provide evidence of each of the points and what are the criteria for assessing these additional skills and experience?</p>	<p>30.</p> <p>1. No, there is not a preferred format.</p> <p>2. Annex A para 11 and 12 (page 21) set out the skills and experience required to deliver this contract. This experience determines the scoring within each point band in the Annex C Grading Matrix.</p>
<p>31. Commercial:</p> <p>1. "COTR shall have daily interaction with contractor personnel" – Is the expectation for daily interaction to be within normal HQ SACT working hours on EDT, or are there additional expectations?</p> <p>2. "Reach-back is intellectual support in-depth, providing accessible day-to-day expert assistance when necessary" – Is the expectation that reach-back be supported by the PgM or the lead consultant? Should we allocate time for daily access?</p> <p>3. "In order for the contractor to be agile and responsive to emerging requirements for the development of deliverables, the</p>	<p>31.</p> <p>1. It is expected that daily interaction would take place during HQ SACT working hours on EST / EDT.</p> <p>2. Reach-back is the Contractor ability to provide specific or niche relevant skillsets to a task, as necessary to support the delivery of the task. It is up to the Bidder to determine how reach-back should be conducted. It is expected that reach-back support to skillsets or expertise that was not initially identified when planning a task should not be commonplace or expected, but should be available.</p> <p>3. Noting the themes of workflow, workspace, workplace, and workforce, an ongoing knowledge of ACT's HR, facilities, digital, and management process areas is valuable. The BCM team maintains</p>

<p>Contractor's solution for providing PgM shall ensure the Contractor maintains awareness of HQ SACT's business domain.” -- Are there specific aspects of HQ SACT's business domain that the Contractor should prioritize?</p> <p>4. “Contractor's PgM element is sufficiently skilled in change management practices and theory that, following receipt of a Task Order, the PgM is able to advise the COTR by contributing ideas and insights to help shape an emergent task deliverable definition.” – Is the expectation that the Program Manager be in a primarily operational capacity, or also be able to contribute as a lead consultant would?</p> <p>5. “Enclosure 3 Price Proposal” appears to be limited to QCM pricing for consultants for Work Package 2. When pricing out Work Package 1, should we be using the same template? And if yes, what QCM seniority is the PgM expected to match?</p>	<p>engagement across these areas, and expects to provide connections, situational awareness, and prioritization (especially initially).</p> <p>4. The PgM's primary responsibilities are to ensure the coordination, coherence, and integration of Contractor deliverables, and assure their quality. The specifics of the role will depend on the approach taken by the Contractor. For more information on the value of the PgM as a lead consultant, and any associated efficiency in tasking and delivery, please see the scoring criteria for criteria 8: Programme Management Plan.</p> <p>5. Yes, the Work Package 1 pricing should be based on the QCM levels and rates identified for Work Package 2. The appropriate PgM seniority may be determined by the Bidder. For more information on the PgM as a credible management and assurance provider, please see the scoring criteria for criteria 8: Programme Management Plan.</p>
<p>32. Given the need to re-evaluate itself and the stated needs for speed of decision making, network of cooperative partnerships, technological advantage, and cognitive/virtual contests - what events have led to the need to critically evaluate itself to improve pace and scale? E.g. Is there any additional information that can be shared in addition to noting the external environment that is triggering this IFIB?</p>	<p>32. There is no additional shareable information.</p>
<p>33. In reference to Section 2b - is it only internal administration and business operation processes that are kept under constant review? Are there any other stakeholders that might need to be involved?</p>	<p>33. NATO's stakeholder picture is extremely complex. The focus of this framework contract is on ACT's internal business change, and the BCM team (among others) will continue to coordinate stakeholder engagement externally. Across the delivery of change tasks, the Contractor may be asked to coordinate with wider stakeholders.</p>
<p>34. In reference to Section 2c - can any further details about the ongoing change initiatives be shared at this time?</p>	<p>34. Specific details of existing digital transformation strategies cannot be shared prior to the submission. In summary: a NATO-wide digital transformation is being pursued that has implications for business and military digital capabilities. This impacts ACT and other NATO entities. The ACT Business Change Management team is working closely with the NATO Digital Transformation Champion and his team to</p>

	ensure that risks and opportunities are appropriately managed.
35. In reference to Section 2d - is the ask to redesign physical workplaces and/or is it to conduct change management to work within feasible physical workplaces? (knowing that 2g calls for change management)	<p>35. Annex A para 2 sets out the context for this contract. The requirements of this contract are set out under Annex A paragraphs 11-13 (page 21-22).</p> <p>Under this contract, the ask is to conduct change management as ways of working and potentially physical workplaces continue to change.</p>
36. In reference to Section 2e - what attempts and progress have already been made in workforce flexibility and mobility approaches up to this point?	<p>36. By “mobility”, we mean:</p> <ul style="list-style-type: none"> a. Career progression. Military staff are seconded to NATO as part of their normal career, and return to their nation at the end of their tour. Civilian staff are hired into a specific post, and must take part in the same open and transparent application process for any career move. b. Flexible tasking and management. Each person in the NATO Command Structure fills a post with specific roles and responsibilities. Despite this, the head of each NATO establishment may authorize temporary re-allocation to other organizational trial structures, or integrated project teams. c. Remote working. Staff at ACT are permitted to work remotely, with their line manager’s permission, on unclassified topics. Classified work must be conducted within an accredited NATO facility. <p>Across every definition of “mobility” we are trying to increase and improve mobility where it improves ACT’s ability to effectively and efficiently drive Alliance transformation.</p>
37. In reference to Section 2f - there are many varying definitions of “business model” from operating model to value stream to org design to org structure to many other aspects - might it be possible to add a bit more detail as to the definition/scope of “business model” for this particular effort?	<p>37. Annex A para 2 sets out the context for this contract. The requirements of this contract are set out under Annex A paragraphs 11-13 (page 21-22).</p> <p>All of these definitions of “business model” are under review.</p>
38. In reference to Section 2g - which change models have been considered and implemented in most situations by this team up to this point?	<p>38. Annex A para 2 sets out the context for this contract. The requirements of this contract are set out under Annex A paragraphs 11-13 (page 21-22).</p> <p>No single methodology is used for change, however ACT’s change processes align much more closely to</p>

	Prosci than Kotter, or any other derivation of Lewin's model.
39. In reference to Section 2g3b - what have been the most noteworthy advances in organizational agility up to this point (that might be able to be built upon)? Might there be any existing stories or metrics that can be shared?	<p>39. Annex A para 2 sets out the context for this contract. The requirements of this contract are set out under Annex A paragraphs 11-13 (page 21-22).</p> <p>There are stories and examples of increasing organizational agility.</p>
40. Given the wide range of tasks in 5b, section 6, and 15b- does a prioritization schedule or impact analysis already exist - in other words, is it the redesign that will likely drive all tasks, or is it more of an integrated balance across all prioritized tasks?	<p>40. The balance of top-down redesign and bottom-up pursuit of available wins is cyclic and integrated. We cannot wait for top-down redesign work to complete, or several significant risks will materialize. However we also cannot take action ignorant of the long-term direction.</p> <p>The BCM team is coordinating both efforts. NATO and ACT are “wicked” problems in the sense of the Cynefin framework - we are conducting change by probing for responses and seizing opportunities that align with the overall commander's intent.</p>
41. Duration of contract - what are the expected timelines for extension, re-contracting, etc.?	<p>41. This contract is anticipated to be a Base (five-months) plus 4 (one-year) option periods. The exercising of any contractual option is normally conducted in November of the previous year (e.g. November 2024 for Option Year 1 – 2025). This enables the Contractor to start work from the start of any following option year. Exercising of an option year period is contingent upon continued operational requirement, availability of funding, and satisfactory performance.</p>
42. What are the expectations for references if used in lieu of Past Performance? What specific information is requested? Please provide an example or outline.	<p>42. There is no specific format or instruction for the use of references however, it is the suppliers responsible that the references satisfactorily address the same elements that the past performance addresses.</p>
43. Personnel located in Norfolk - what are the expectations for ‘onsite personnel’ referenced? Please provide examples of expectations to the best of your ability.	<p>43. Specific expectations for “on-site” personnel are provided in Annex A Para 20.a and 20.b.</p> <p>At least one Contractor main point of contact for Programme Management functions is expected to work on-site at HQ SACT. This individual must be cleared to a minimum of SECRET.</p> <p>In the course of delivering task orders, Contractor personnel may need to visit HQ SACT (or possibly other NATO locations) to conduct meetings, interviews, workshops, training, or other face-to-face events. In the interest of cost-effectiveness, virtual</p>

	meeting and engagement methods will be prioritized in most situations.
44. Timing expectations for obtaining NATO SECRET clearance / equivalent - what is considered equivalent and what are the expected timeframes to receive needed clearance levels? Which NATO agencies or departments can support this request?	44. Upon request, after award of the contract, HQ SACT will issue the awarded company an application for NATO Personnel Security Clearances. This letter will support that company's Security Officer with obtaining the necessary clearance to perform the task orders. Please reference HQ SACT Terms General Terms and Conditions Clause 8. Security.
45. c. Response Part 2 – Ability to Meet or Exceed Quality Control Measures (QCM), point 2, can the bidder propose the same CV against multiple Contract Serials?	45. Yes, the same CV can be proposed against multiple contract serials.
46. Is it allowed to submit a joint offer (composed of e.g. 3 companies as consortium or Prime + subcontractors)? If so, would you evaluate their capabilities cumulatively e.g. for evaluation of Company Experience and Citations of Past Performance.	<p>46. A company, acting as the prime contractor, may submit a proposal which includes subcontractors in a supporting role. HQ SACT will engage directly with the prime contractor only. The capabilities of this group will be evaluated cumulatively, except where companies are providing evidence for skills or competencies that they will not supply. Please ensure that proposals, inclusive of subcontractors, clearly articulates where the experience/capability is captured.</p> <p>For example, A, B, and C group together, and company A plans to deliver Serial 1, B to deliver Serial 2, and C to deliver Serial 3. In this situation, Company A's experience is not valid for Serial 3 and would not be assessed against the associated Criteria, because Company A will not deliver Serial 3.</p>
47. Section 2.c. of the SOW states that NATO's business IT systems relies on solutions that lag behind the commercial marketplace. Would the government be able to elaborate a bit on the current state of operations, and how close to "commercial marketplace" standards would be suitable given NATO's security posture?	<p>47. NATO's business IT is shaped by our security processes. For example, there is very little use of cloud applications or services. Few applications are accredited to run on our networks, and the list of approved applications varies between NATO entities. The majority of business management functions are conducted in Microsoft Office tools (mostly Excel and SharePoint), with no consolidated Enterprise Resource Planning (ERP) or management information systems.</p> <p>NATO operates multiple networks at different levels of classification. ACT uses UNCLASSIFIED and SECRET networks.</p>

	The suitability of commercial standards is very different between the Unclassified network and SECRET network.
48. Enclosure 3 Price Proposal on page 10 provides a link to the ACT Financial Framework. This link does not provide access to the document. Could you please verify and provide the document	48. Please note that relevant sections of the ACT Financial Manual are provided at the end of ACT's Contracting website: https://www.act.nato.int/opportunities/contracting/
49. Section 8 Bidder Clarifications refers to a clarification or question submission date no later than 3 calendar days prior to bid closing. Next sub chapter sets 17 June as a deadline. Is this by mistake? Both interpretations do hold signification change in timeline for proposal submission.	49. The 3 calendar days prior to bid closing is for this IFIB's terms, clauses, provisions or specifications. The 17 June 2024 deadline is for the initial technical and contractual questions. Note: the bid closing date is 16 July 2024 at 0900 EDT.
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