

**NATO STRATEGIC COMMUNICATIONS
CENTRE OF EXCELLENCE**

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Invitation to Tender for the Provision of

NATO AUDIENCE CHARACTERISATION STUDY

To be supplied to NATO Strategic Communications Centre of Excellence (NATO StratCom COE)

Project	<i>NATO Audience Characterisation Study</i>
Revision	<i>Version 1</i>
Release Date	<i>Tue 7 Jul 15</i>
Issuer	<i>Lt Col S R West</i>
Supplier Response Date	1200hrs GMT Tues 21 Jul 2015

Approval

Name	Interest	Signatures
Lt Col S R West	Branch Chief	
Ambassador J Karklins	Director	

Date: 7 Jul 15

Invitation To Tender for a Study

You are invited to submit a tender to provide a NATO Audience Characterisation Study to the NATO StratCom COE.

By participating in this tender you are indicating your acceptance to be bound by the guidelines set out in this letter. We provide below the key details of the NATO StratCom COE requirements, which you should take into account in your response. Please acknowledge via email safe receipt of this letter within two working days together with your confirmation of your intention to tender.

To simplify exchange of information regarding this Invitation to Tender (ITT) please nominate a Bid Manager and relevant contact telephone and email addresses.

Please direct any questions regarding the ITT content or process to the NATO StratCom COE project officer, Lt Col S R West. You should not contact other NATO StratCom COE personnel unless directed to do so by the NATO StratCom COE representative. The NATO StratCom COE reserves the right to disqualify and reject proposals from suppliers who do not comply with these guidelines. All questions should be submitted in writing to the email address below.

As part of this tender process the NATO StratCom COE makes no obligations in any way to:

- (i) pay any supplier for any ITT response; or
- (ii) award the contract with the lowest or any bidder; or
- (iii) accept any ITT information received from suppliers; or
- (iv) include suppliers responding to this ITT, in any future invitation; or
- (v) any other commitment to suppliers whatsoever.

I look forward to receiving your response.

Yours sincerely,



Lt Col S R West OBE
Operations Support Branch Chief, NATO StratCom COE
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Tel: +371 25676339

Whilst care and attention has been exercised in the preparation of this document, it remains subject to contract and all warranties whether express or implied by statute, law or otherwise are hereby disclaimed and excluded.

These limitations are not intended to restrict continuing business discussions between the NATO StratCom COE and suppliers

Any proposal received by the NATO StratCom COE is subject to contract with the NATO StratCom COE.

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1. Introduction & Overview

a. NATO StratCom COE Background

The NATO StratCom COE, based in Riga, Latvia, contributes to improved strategic communications capabilities within the Alliance and Allied nations. The NATO StratCom COE designs programs to advance StratCom doctrine development and harmonisation, conducts research and experimentation to find practical solutions to existing challenges, identifies lessons from applied StratCom during operations, and enhances training and education efforts and interoperability.

b. Background to the Project

This project derives from previous work on NATO's reputation amongst the Allied nations. This work did not however address the nature of the audience itself. In order to provide collective defence in an era of increasing information threat, it was identified that the Alliance needs to understand its own vulnerabilities. This study therefore seeks to understand our own audiences to ensure we can provide appropriate defence to future hostile threats in the information environment.

2. Requirement

- a. Name of the project: "NATO Audience Characterization Study"
- b. Steering Committee approved description of project: "This multilayer analysis, within the limits of Allied national policies, will characterize these audiences, determine their importance to Alliance outputs and map their access to NATO and threat communication channels."
- c. The study will characterise and map the NATO grand strategic audience from the perspective of Alliance resilience to hostile information challenges. Rather than categorise the audience by nation, this study will consider demography, geography, language, access to communication and media, culture, religion and other social groupings in order to provide a comprehensive picture of the audience with which NATO must engage and protect. The study will have an empirical foundation.
- d. This multilayer analysis will characterise these audiences, determine their importance to Alliance outputs and map their access to NATO and threat communication channels. It will identify strengths and vulnerabilities and recommend development of defence strategies against recognised information confrontation challenges.

- e. The selected contractor will have access to the NATO StratCom COE reports and staff to develop a shared understanding of information threats to the Alliance.
- f. While there are inherent technical aspects of communication that may need to be included (e.g. access to networks etc.), this study seeks to major on human aspects rather than cyber.
- g. It is envisaged that polling across sample groups will be required to confirm assumptions, develop analysis and support recommendations. There may also be a conference arranged to collect wider contributions on the subject.
- h. Deliverables:
 1. A short covering paper for wide distribution on the major findings.
 2. A report including the full analysis, deductions and recommendations (limited distribution)
 3. Mapping products/database to assist NATO Stratcom staffs in understanding, planning and delivery. (It is possible that in subsequent years this study will be revisited to identify patterns of change)
 4. Presentation of report to STRATCOM COE and invited audience in Dec 15. (Payments to be made by 31 Dec 15)
- i. Constraints: Certain national laws and policies prevent research on home audiences by the military. This prevents this study from conducting research and polling in Germany.

3. Timetable

General	
Confirmation of receipt of this document	Email confirmation: by 2359hrs GMT Thu 9 Jul 15 for those suppliers who had made a previous expression of interest. New suppliers should email their intent to tender at the earliest opportunity.
Delivery time for submissions	1200hrs GMT on Tue 21 Jul 15
Contract implementation	By 31 Jul 15

date	
Questions	Questions arising from this document should be given to Lt Col S R West (Study matters)
Full contact details	Lt Col S R West: simon.west@stratcomcoe.org +371 25676339

4. Respondent Instructions

This section provides detailed instructions to be followed in responding to this ITT. Included are Response Guidelines and the NATO StratCom COE Contact Information.

a. Response Guidelines

You will be required to submit a written proposal as part of the response in the form set out. You should submit one electronic copy in pdf format.

Please deliver the electronic copy to:

os@stratcomcoe.org

at 1200hrs GMT on Tue 21 Jul 15.

In order to replicate the facilities of a sealed bid process without the need to use the postal service, the NATO StratCom COE wishes to receive all submissions electronically and at the same time. Microsoft outlook and similar e-mail management software provides for timed delivery of emails. This removes challenges faced by different time zones. Instructions, should this method be required, are available at:

<https://support.office.com/en-za/article/Delay-or-schedule-sending-email-messages-253dbfd7-0db7-4f41-bcc5-9e8e68ae29bf>

The NATO StratCom COE will disregard any response submitted after the timetable deadline.

Bidders are expected to supply all required information, or clearly state the reason for being unable to do so.

Any assumptions used in preparing responses should be clearly stated. Any appropriate supporting documents e.g.; maps, brochures, organisation charts, etc. should be included.

Questions relating to clarification of the ITT will only be accepted in writing to the NATO StratCom COE representative. Likewise, all responses from the Centre will be written and may also be made available to other suppliers (subject to confidentiality). In the event that any answer materially affects

the ITT specifications, an amendment to the original requirement will be escalated to all suppliers. The NATO StratCom COE will attempt to answer any question within one working day of receipt of that request; otherwise it will respond within that timescale notifying you of the estimated time to obtain the information.

The NATO StratCom COE reserves the right to modify the provisions of this ITT at any time prior to the scheduled date for written responses. Additional scope and requirements can be added. Notification of such changes will be provided to all suppliers.

Should you wish to propose a deviation from the specification please ensure that you clearly identify and highlight where appropriate in your response.

All information supplied in this tender to date, and any further information supplied during the tender process will remain confidential and available only to the Contract Award Committee members.

5. Tender Assessments

Evaluation Criteria and Process

A set of evaluation criteria has been prepared by the NATO StratCom COE for the evaluation of every Submission. Within each stage an initial evaluation will consider whether or not every instruction and requirement contained within the ITT has been fulfilled.

The evaluation criteria will be based upon some or all of the following aspects of the Bidders' proposals in (not in order of significance):

a. Commercial

- i. Competitive price
- ii. Price clarity
- iii. Management information provisions
- iv. Contractual compliance

b. Service Capability

- i. Service delivery experience
- ii. Service delivery models
- iii. Quality
- iv. Compliance with Service Levels
- v. Culture and ability to work with the NATO StratCom COE

c. Long term roadmap proposals

- i. Innovation and added value.

d. Level of Compliance with ITT

- i. Understanding of all parts of the ITT
- ii. Proposals / bids provided are in accordance with the Instructions
- iii. Adherence to the timescales to send back responses

e. Technical Detail

- i. Concept of Analysis
- ii. An explanation of the methodologies involved
- iii. Collection of evidence / data
- iv. Presentation methods – tools for using the data

You are reminded that throughout the process the NATO StratCom COE will continually assess all contact with the bidders' organisations including compliance to the process, presentations and on-site representatives. The NATO StratCom COE reserves the right at its sole discretion to disqualify without further consideration any submission that does not satisfy this basic requirement.

6. Briefings for Unsuccessful Participants

The NATO StratCom COE intends to offer feedback to every Bidder submitting an unsuccessful proposal. The NATO StratCom COE reserves the right to control the format and content of any such briefing, and to limit it in any way believed by the NATO StratCom COE to be appropriate (which includes, in exceptional circumstances, the right to refuse a briefing without giving any reason for doing so).

7. Contract Details

Contractual and payment details will be subject to negotiation with the selected supplier. The contractor will be required to sign a confidentiality agreement with the NATO StratCom COE.