



NATO STRATEGIC COMMUNICATIONS CENTRE OF EXCELLENCE

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INVITATION TO TENDER FOR THE PROVISION OF SUPPORT FOR STRATEGIC COMMUNICATIONS PROCESS MAPPING

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

Revision	Version 3
Release Date	15 December 2021
Issuer	Lieutenant Colonel Johannes Wiedemann
Suppliers Response date	24 January 2022 submitted via e-mail tender@stratcomcoe.org by 11:00 hrs (Eastern European Time zone: UTC +02:00).

Invitation to Tender for the Provision of Support for Strategic Communications Process Mapping

You are kindly invited to submit a tender to provide support to Strategic Communications Process Mapping for 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 e-mail 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 details: phone and e-mail address.

Please direct any questions regarding the ITT content or process to LTC Johannes Wiedemann. You should not contact other NATO StratCom COE personnel unless directed to do so by the appointed 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 e-mail: Johannes.wiedemann@stratcomcoe.org

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

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

Looking forward receiving your response.

Yours Sincerely,

Lieutenant Colonel Johannes Wiedemann MA MSc
Chief Doctrine Concept and Experimentation Branch
E-mail address: Johannes.wiedemann@stratcomcoe.org

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 continued 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

- 1.1. The NATO Strategic Communications Centre of Excellence (NATO StratCom COE), based in Riga, Latvia, contributes to the improved strategic communications capabilities within the Alliance and for Allied nations. The NATO StratCom COE designs programmes 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.
- 1.2. The NATO StratCom COE is soliciting a tender to contract support in process mapping. The purpose is to enable the development of generic Strategic Communications Processes on different levels in inter-governmental structures (NATO), having a common methodology and/or narrative as a reference for all COE activities.
- 1.3. The contract will be awarded in two weeks after the announcement of the selected bid. The contract shall be executed by the end of October 2022.

2. Background

Since 2018, the NATO StratCom COE has been working on the integration of information- and communications-related capabilities (for both national and Alliance frameworks) under the conceptual and organizational umbrella of Strategic Communications. Several approaches have been developed for different functions and capabilities. While this has advanced knowledge from difference perspectives, several key items remain without a common understanding.

Firstly, while StratCom is seen as “vertical integrator” of all levels of command, the staff function “Information Operations” (Info Ops) is seen as horizontal planning and coordination entity not only within the StratCom organization, but also within the wider respective command structure. Here clear and seamless connectivity has to be established. Secondly, “Military Public Affairs” (Mil PA) is transforming into a capability and therefore effector within the force design, and has at the same time to integrate into the StratCom procedural and organizational set-up, which is also still in the implementation phase. Here a framework is needed which provides nodes Mil PA can plug into and develop its own set up in accordance with.

Process mapping is foreseen as a practical next step. This effort will validate alignment to NATO policy and guidance, insure adherence to strategic goals, and operationalize the procedural steps required to meet organizational objectives. It is envisioned that showing the linkages will provide a path of required coordination and decisions to produce the output. Several standard (generic) frameworks enable scalable process development, integration and experimentation. Ultimately, a methodology will allow the COE to foster a common understanding of how StratCom should work.

3. Requirements

- 3.1. Provide expertise in the method of process mapping; hold clearance or indicate ability to obtain clearance to handle classified information; consult on and support in the application and operationalisation of the method for Strategic Communications process development and testing, document process mapping results and compile a final report outlining process templates developed. This should be designed to heed the strategic objective, vision, mission, values of NATO; NATO STRATCOM objectives and tasks, the documents defining the nature, direction, methods, results to be achieved of strategic communications, strategic communication analysis methods and capabilities (current situation). An emphasis should be put on the results to be achieved – specifically listed to be measured; area of responsibility of each of the participating units/departments, etc..

3.2. Detailed requirements:

- 3.2.1. **To hold valid permit and be able to handle NATO RESTRICTED classified material or of national equivalent.**
- 3.2.2. **To support & consult on the set-up of process mapping.** Introduction of method, scoping of processes, identification & review of relevant reference documents, best practices; selection of suitable input for process mapping.
- 3.2.3. To introduce process mapping to NATO StratCom COE staff members involved in a 1 working day seminar, preferably in a face-to-face format in Riga, Latvia.
- 3.2.4. To assist the NATO StratCom COE project lead in scoping the processes to be developed and tested:
 - 3.2.4.1. Generic NATO StratCom process across all levels of command in the NATO Command Structure;
 - 3.2.4.2. Generic NATO operational level HQ StratCom process as part of overall operations planning & execution;
 - 3.2.4.3. Generic NATO Operational Level HQ StratCom process within the StratCom directorate consisting of the functions/capabilities Info Ops, Mil PA, PSYOPS.
- 3.2.5. To help select the relevant input as well as direction and guidance from reference documents in the NATO policy and doctrine landscape relevant for NATO StratCom, as identified by NATO StratCom COE project lead.
- 3.2.6. To facilitate the set-up of a selection and analysis process for best-practices, obtained from entities and individuals to be identified by NATO StratCom COE project lead.
- 3.2.7. To enable identification and selection of input from references and best-practices enabling process mapping, by stakeholder engagement and documentation in accordance with 3.2.6., which will lead to 5-8 trips, each up to 2 day long, to destinations in Europe, or online engagements of comparable number and length.
- 3.2.8. To consult on the development for NATO StratCom COE-internal approach and evaluation criteria as part preparation of process mapping.

3.3. **Support & assist the Strategic Communications process mapping effort in the NATO StratCom COE.**

The Bidder should provide:

- 3.3.1. Expertise and organizational support in the application of process mapping during the actual process development, review and testing, by being available for consultation in a online-conference once per week during the contract period, and by planning, executing and documenting a up to 5 day long workshop, to experiment and test developed processes, for the NATO StratCom COE project team, preferably in a face-to-face format in Riga, Latvia.
- 3.3.2. Provide full documentation of process mapping procedure (Preparation and execution of workshop) and results in written or digital format.

3.4. **Develop a report (in English language)** that would provide and overview of the generic processes developed, tested and approved for further referencing & application, of up to 50 pages.

4. Reporting

- 4.1. We would like to hold an initial meeting to clarify the approach and the mode of cooperation as soon as the tender has been awarded (via videoconference or other means).
- 4.2. We would like to receive:
 - 4.1.1. the support concept by February 11, 2022.
 - 4.1.2. initial timeline for delivery by February 17, 2022.

5. Deliverables

5.1. The tender submission should consist of:

- 5.1.1. A written proposal for the delivery of the work listed above (See Section 3. Requirements).
- 5.1.2. Detailed budget for the delivery of the work (in EURO with any amount of VAT or other tax clearly specified for each budget position and marked as zero where not applicable). It should indicate the budget estimates for:
 - Consultancy and support measures for introducing and applying process mapping;
 - Assistance in process mapping of generic StratCom processes;
 - Documentation of results and development of final report.
- 5.1.3. Copy of Bidder's Certificate issued by the national Commercial Register. If that is not applicable (for example, the Bidder is an individual), please provide an explanatory statement and a different form of a document confirming your identity and, if possible, permit to engage in a commercial activity.
- 5.1.4. Copy / Proof of Bidder's Security Clearance or eligibility to obtain one for classified material up to NATO RESTRICTED or national equivalent.
- 5.1.5. Evidence of the work experience with similar projects and Statement of previous work experience. The following experience is required for the Bidder to be eligible for selection:
 - 5.1.5.1. Profile of the key personnel to be working on the Contract delivery providing evidence of skills, knowledge and experience (for example, a CV), augmented by respective security clearance or eligibility to obtain one. The Bidder should also indicate the roles of the personnel working on the Contract delivery and the approximate time each of them are planning to spend for this work.
 - 5.1.5.2. Information about any persons or entities that the Bidder may choose to sub-contract for work on the Contract delivery (company or person's name, other relevant credentials (like company registration number, website address, contacts, etc), and a short company profile or person's biography). Here a pre-existing personal/institutional security clearance is mandatory.

6. Timetable

General	
Confirmation of bid	Please confirm you have submitted your bid by notifying johannes.wiedemann@stratcomcoe.org
Deadline for submission	11:00 hrs (Eastern European Time zone: UTC +02:00) on January 24, 2022
Contract implementation date	Upon agreement
Questions	Questions arising
Full contact details	LTC Johannes Wiedemann johannes.wiedemann@stratcomcoe.org +37126171154

7. Respondent Instructions

- 7.1. This section provides detailed instructions to be followed in responding to this ITT.
- 7.2. Response Guidelines.
 - 7.2.1. You will be required to submit a written proposal that complies with the indicated requirements (see Section 5. Deliverables). The proposal should be submitted electronically in PDF format.
 - 7.2.2. **Please deliver the electronic copy to:**
tender@stratcomcoe.org
by 11:00 hrs (Eastern European Time zone: UTC +02:00) on January 24, 2022.
 - 7.2.3. The NATO StratCom COE will disregard any response submitted after the timetable deadline.
 - 7.2.4. Bidders are expected to supply all required information, or clearly state the reasons for being unable to do so.
 - 7.2.5. Any assumptions used in preparing responses should be clearly stated. Any appropriate supporting documents e.g.: brochures, demo videos, presentations, should be included.
 - 7.2.6. If any of the requested documents in the Section 5. Deliverables is not submitted, the Contract Award Committee shall have the right to exclude the applicant from further participation in the procurement.
- 7.3. Questions relating to clarification of the ITT will only be accepted in writing to 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 specification, an amendment of the original requirements will be escalated to all suppliers. The NATO StratCom COE will attempt to answer any questions 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.
- 7.4. 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.
- 7.5. Should you wish to propose a deviation from the specification please ensure that you clearly identify and highlight where appropriate in your response.
- 7.6. All information supplied in this tender to date, any further information supplied during the tender process will remain confidential and available only to the Contract Award Committee members.

8. Tender Assessments

- 8.1. 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.
- 8.2. The evaluation criteria will be based all of the following aspects of the Bidders' proposals (not in order of significance):
 - 8.2.1. Commercial
 - 8.2.1.1. Clarity of price (in EUR with VAT and without VAT);
 - 8.2.1.2. Competitiveness of price.
 - 8.2.2. Service capability:
 - 8.2.2.1. Capacity to execute the requirements indicated in ITT;
 - 8.2.2.2. Previous experience in process mapping (1 reference required);
 - 8.2.2.3. Security clearance(s)
 - 8.2.3. Previous experience in cooperation with national government institutions and international organisations;
 - 8.2.4. Level of compliance with the Requirements, Reporting and Deliverables of the ITT.

8.3. You are reminded that through the process the NATO StratCom COE will continually assess all contact with the Bidders' organizations including compliance to the process, presentation. The NATO StratCom COE reserves the rights at its sole discretion to disqualify without further consideration any submission that does not satisfy this basic requirement.

9. Briefing for Unsuccessful Participants

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 reasons for doing so).

10. Contract Details

10.1. Contractual and payment details will be subject to negotiation with the selected supplier.

10.2. The NATO StratCom COE reserves the right to modify the scope of this tender, after receiving the bids (including price estimates).