The Role of Procurement in Strategy Development: NATO

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Military Precision

North Atlantic Treaty Organisation – HQ Supreme Allied Command Transformation Development and delivery of a National Strategic and Operational Counter Improvised Explosive Device (C-IED) Training Capability

The Headquarters Supreme Allied Command Transformation (HQ SACT) commissioned a Counter-IED Integrated Project Team (IPT) to establish an enhanced training capability for NATO operational forces and national military and law enforcement personnel. Improvised explosive devices (IED’s) take many forms and they are versatile, inexpensive and indiscriminate about who they hurt or kill. This project led NATO to establish collective efforts at all levels to defeat the entire IED system by attacking networks and preparing forces to reduce or eliminate the effects of all forms of these devices against friendly forces and non-combatants. The goal was to discourage terrorist networks from using this device and to ultimately eliminate the device from the landscape.

The research by the project team made them realise that they needed support from an external contractor.

The IPT working closely with procurement at the HQ SACT developed a work package that covered three key counter-IED pillars:

- Strategic and tactical policy development
- Training, and
- Mobile advisory teams

The deal was structured as a fixed price contract with a base period of 12 months and four annual renewal options and the contract embedded a non-standard “surge capability” clause in case a quick and temporary increase in support was needed.

NATO C-IED IPT, in collaboration with its Commercial partner, designed, developed and delivered five C-IED courses each focusing on one of the central elements required in eliminating the threat of IED related injuries and deaths by countering threat networks and neutralizing the IED prior to detonation.

The programme has so far educated 3,672 soldiers (junior to senior ranks) and law enforcement personnel from 36 nations.

Kevin Mill, head of procurement at NATO/Allied Command Transformation, said that taking the time needed to plan the requirement properly from the outset was one of the keys to the project’s success and enabled us to select a highly proficient commercial partner.

The NATO counter-IED programme has grown considerably since the initial award of the contract. Centres of excellence have been established in Spain, Turkey, the Netherlands and further benefits have been achieved by the deployment of 23 mobile advisory teams to 15 nations to work with military authorities to further develop more robust national counter-IED policy and programmes.

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