

RFP-ACT-SACT-24-03



NORTH ATLANTIC TREATY ORGANISATION

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

Request for Proposal

RFP-ACT-SACT-24-03

Strategic Foresight Future Operating Environment (FOE) Warfare & Battlespace

Bidding Instructions

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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 United States of America, at the time of bidding.
- (c) Has performed the desired past performance including size, cost and scope, as described in this RFP.
- (d) **All proposed key personnel on this requirement must be citizens of a 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 28 February 2024 – 15 April 2024.

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 **23 January 2024**
- (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.

9. Bid closing date

Bids shall be received at HQ SACT, Purchasing and Contracting Office, no later

than **16 February 2024, 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-24-03_Tech_ABC Inc. / RFP-ACT-SACT-24-03_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.
- (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 Lowest Price Technically Compliant offer. Technical clarification of essential competencies may be conducted.
- (c) Acceptance of HQ SACT General Terms and Conditions.

16. Proposal Clarifications

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 Lowest Price Technically Compliant offer 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

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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:

LCDR Juan C. Benavides, ACT Contracting Officer
757-747-3804, Juan.benavides@act.nato.int

LT Margaret Anderson, ACT Contracting Officer,
757-747-3699, Margaret.anderson@act.nato.int

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

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Enclosure 1

COMPLIANCE STATEMENT TO SEALED BID RFP-ACT-SACT-24-03

It is hereby stated that our company has read and understands all documentation issued as part of RFP-ACT-SACT-24-03. Our company proposal submitted in response to the referenced solicitation is fully compliant with the provisions of RFP-ACT-SACT-24-03 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>
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(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.

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.

Enclosure 3

SEALED BID PRICE PROPOSAL**SUBJECT: RFP-ACT-SACT-24-03**

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.

<https://www.act.nato.int/images/stories/budfin/afm24.pdf>.

SUBJECT: RFP-ACT-SACT-24-03

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-24-03 and the “**Insert : Company Name** Technical proposal”, submitted in accordance with solicitation provisions.

Deliverables (Refer to Annex A for further scope of each deliverable)	Performance Period	Cost
1. Analyse the future warfare and battlespace including their characteristics and variations and the long-term implications of the evolving security environment. 2. Provide a taxonomy and description for the characteristics and variations of future wars and the future battlespace, supported by long-term data set. IAW SOW para 4.	28 Feb – 15 Apr, 2024	\$
a. Initial draft IAW SOW para 4. a)	15 March 2024	\$
b. Final draft IAW SOW para 4. b)	31 March 2024	\$
c. Final report IAW SOW para 4. d)	15 April 2024	\$

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

Headquarters Supreme Allied Commander Transformation (HQ SACT)

STATEMENT OF WORK

for

Future Operating Environment (FOE) study

Warfare and Battlespace

1. INTRODUCTION

The Allied Command Transformation Strategic Plans and Policy Directorate, Strategic Foresight Branch requires additional deliverable products to meet niche technical requirements and high rates of effort required in the fulfilment of HQ SACT's contribution to:

The Strategic Plans and Policy (SPP) Directorate with the Strategic Foresight Branch (SF) is responsible for developing SACT's shared vision of future warfighting and provide an assessment of the Future Operating Environment. This vision is delivered via foresight reports and studies primarily through the NATO Warfighting Capstone Concept but also in close coordination with NATO HQ's Political Guidance and the Defence Planning community to re-inforce each other's efforts to the benefit of the Alliance. SF ensures a common understanding of the future trends and their associated defence and security implications. For this purpose, SF reaches out to all stakeholders internally in ACT and externally (Allies, NATO International Staff (IS), NATO International Military Staff (IMS). The SF branch develops and updates the foresight products in concert with Allies, other NATO Commands, Centre's of Excellence (CoEs), Academia and more through a series of activities (e.g. workshops and national engagements).

Allied concept, capability and warfighting development should be informed by the findings of this foresight research to improve understanding of future challenges and take those into account in NATO's long-term strategic designs.

The contributions made by the contractor in satisfying this SOW comprise essential products which, together with the efforts of NATO ACT PE staff and other entities, will enable the achievement of Alliance transformation objectives.

2. BACKGROUND AND SCOPE OF WORK

a) Background.

The Future Operating Environment (FOE) study will build on the SFA23` baseline to directly assess the selective pressures imposed by the future security environment and the impact of the trends identified on the characteristics of the FOE. The final release of FOE is foreseen by Q2/2024.

The task of envisioning the next two decades presents a significant challenge. However, this work, similar to Framework for future Alliance operations 2018 report FFAO18, described in [180514 ffao18-txt.pdf \(nato.int\)](#), does not aim to predict the future. Instead, it seeks to outline the plausible characteristics of future operating environment through rigorous trend analysis. It is likely that the future will be defined by an intensified rate and impact of existing global trends, such as climate breakdown, urbanization and resource scarcity. Furthermore, we can anticipate a growing complexity, ambiguity, and a wide range of potential threats. Certain technological fields are expected to undergo particularly dramatic changes, potentially hastening the arrival of the future in those areas. We must also acknowledge the potential for unforeseen and disruptive events, often referred to as "shocks." While the likelihood of such events is low, it is essential for NATO to consider them due to their potential high impact. This implies that we should prioritize flexibility, adaptability, and national resilience.

b) Scope of Work.

The scope of this statement of work (SoW) is to define the requirements for an analysis in support of SF work:

- **Research and analysis:** *analyze the future warfare and battlespace including their characteristics and variations and the long-term implications of the evolving security environment. Extrapolate trends and data to make future predictions. All sources must be documented and provided with the study. As a starting point, utilize concepts and jargon as described in AJP-01. [cimic-coe.org/resources/external-publications/ajp-01-edf-v1-f.pdf](#)*
- **Development:** *Provide a taxonomy and description for the characteristics and variations of future wars and the future battlespace, supported by long-term data set.*

3. TYPE OF CONTRACT AND PERIOD OF PERFORMANCE

a) Type of Contract: Firm Fixed Price, Deliverables-based contract.

b) Period of performance: The period of performance is from contract award to 15 April 2024.

This work is planned for delivery that reflects the nature of the tasking outlined in para 2. Execution of tasks and associated deliverables may be concurrent and/or incremental as the business is exploratory in nature and subject to influence by the stakeholder community, including senior executive committees beyond SACT's direct purview.

4. TASKING AND DELIVERABLES

Throughout the whole duration of the contract, the contractor shall:

a) Tasks and/or actions for contractors

- i) **Conduct Research.** The contractor shall conduct research on various aspects related to the future battlespace and warfare. This research will include long-term data set, original source documents but also encompass materials at the discretion of the contractor in order for them to establish a baseline analytical report. The contractor must have a technical, analytical and strategic foundation with an in-depth understanding of NATO doctrine, military operations and strategies and strategic foresight and analysis.
- ii) **Report Development.** The contractor will generate one report (complete with executive summary, research analysis and conclusion) outlining the evolving characteristics of warfare and battlespace. This will be discussed with the FOE project team.
- iii) **Narrative.** The narrative will be between 15000 – 20000 words and 4 – 6 graphics and encapsulate themes aligned with the requirements the FOE project. The contractor must have a background of proven previous performance in conducting strategic military analysis.

b) Expected (or possible) information to be gathered from aforementioned actions.

The actions outlined for the contractor involve conducting research, developing a comprehensive report, and creating a narrative on the evolving characteristics of warfare and the battlespace. Here is the expected information and deliverables from each action:

- i) **Conduct Research:**
 - (1) Long-term data sets related to the future battlespace and warfare.
 - (2) Original source documents relevant to military operations, strategies, and NATO doctrine.
 - (3) Materials collected at the discretion of the contractor to establish a baseline for the analytical report.
 - (4) A comprehensive analysis of various aspects related to the future battlespace and warfare, considering technical, analytical, and strategic elements.
 - (5) Understanding and insights into emerging trends, technologies, and potential shifts in warfare dynamics.
 - (6) Strategic foresight and analysis encompassing potential scenarios and implications for military strategies and operations.
- ii) **Report Development:**
 - (1) A detailed report comprising an executive summary, research analysis, and conclusions based on the gathered information.

- (2) The report will outline the evolving characteristics of warfare and battlespace, highlighting changes, trends, and potential future developments.
- (3) Discussion of findings with the FOE project team, allowing for collaboration and feedback.

iii) Narrative:

- (1) A narrative document consisting of 15,000 to 20,000 words, along with 4 to 6 graphics, aligning with the FOE project's requirements.
- (2) Themes included in the narrative should address and encapsulate the evolving nature of warfare and battlespace, reflecting the insights gathered from research and analysis.
- (3) Demonstrated previous performance in conducting strategic military analysis by the contractor, showcasing expertise and proficiency in this field.

Overall, the expected information gathered would encompass a broad spectrum of data, analysis, and insights related to the future of warfare and battlespace, providing a deep understanding of potential changes, challenges, and strategic implications for military operations and strategies. The contractor's expertise in strategic analysis, coupled with an understanding of NATO doctrine and military operations, is crucial for delivering comprehensive and insightful reports and narratives aligned with the project's objectives.

c) Schedule and/or priority of aforementioned actions and tasks.

- i) Conduct Research. From contract award to 15 March 2024
- ii) Report Development. From contract award to 15 April 2024

d) Detailed report containing:

- i) Analysis of the enduring and emerging characteristics and the key driving forces shaping the evolving warfare across the continuum of competition as defined in AJP-01. (Cooperation, rivalry, confrontation and armed conflict) supported by long-term data set.
- ii) Analysis of the evolution of the joint function functions, which is described in AJP-3, Allied Joint Doctrine for the Conduct of Operations. (Manoeuvre, Fires, Information/ Intelligence, CIMIC, Command and Control, Sustainment and Force Protection) and how they will assist commanders to integrate political, military and civilian actions through the operational domains, supported by long-term data set.
- iii) Analysis of the emerging concepts, strategies, tactics, and doctrines that will influence future military engagements, supported by long-term data set.

- iv) Analysis of the enduring and emerging characteristics and the key driving forces shaping the evolving battlespace, supported by long-term data set.
- v) Analysis of how capabilities and activities in the five operational domains (land, air, maritime, cyber and space) will create physical, virtual and cognitive effects in an increasingly cluttered battlespace, supported by long-term data set. The interaction between operational domains, effect dimensions and the battlespace is explained in AJP-01.
- vi) Analysis of how the future battlespace management (The use of all necessary adaptive means and measures that enable the planned and dynamic coordination, synchronization and prioritization of activities across all dimensions of an assigned area of operations within the battlespace. AJP-03. <https://nso.nato.int/nso/nsdd/main/standards?search=ajp-3>) will be, including not only physical and non-physical environments, but also factors and conditions such as time and information and the electromagnetic spectrum, supported by long-term data set.

e) Human and physical resources available.

N/A

f) Qualitative and quantitative metrics by which contractor's performance will be measured.

The evaluation of the contractor's performance in fulfilling the outlined tasks can involve both qualitative and quantitative metrics.

Quantitative Metrics:

- i) Timeliness: The adherence to agreed-upon deadlines for research, report development, and narrative submission.

Qualitative Metrics:

- i) Quality of Analysis: Depth, relevance, and insightfulness of the contractor's analysis on the evolving characteristics of warfare and battlespace.
- ii) Strategic Insights: Contractor's ability to provide strategic foresight, highlight emerging trends, and offer valuable insights into potential implications for military operations and strategies.
- iii) Clarity and Coherence: Reviewing the clarity, coherence, and logical flow of information presented in the report and narrative.
- iv) Expertise and Knowledge: Assessing the depth of the contractor's expertise in strategic military analysis, demonstrated through the quality of research, interpretation of data, and understanding of relevant concepts and doctrines.

5. SCHEDULE OF DELIVERABLE

- Initial draft NLT 15MAR2024
- Final draft NLT 31MAR2024
- Final report NLT 15APR2024

6. ACCEPTANCE CRITERIA

It is expected that all deliverables are developed/delivered in high quality. Reporting deliverables should be produced at the graduate level, in English using the appropriate Microsoft Office Software program. Analyses (and their documentation) must meet the following:

- a) **Replication:** The contractor must provide a sufficiently detailed audit trail, including documentation of data and assumptions list to enable a third party to independently replicate the analyses.
- b) **Rationale:** The contractor must provide justifiable rationale for the selection of the inputs to the proposed methods and models.

7. CONTRACTOR PERFORMANCE REQUIREMENTS

The Contracting Officer will assign a Contracting Officer's Technical Representative (COTR) to administer all technical contract details. 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 tasking, and/or technical non-performance.

The COTR will be LtC Liz-Anne Strik, SACT HQ SF Branch.

- a) The COTR's written approval of work reported and products submitted is mandatory for contractor invoices to be successfully processed.
- b) The contractor shall submit a report every two weeks to the COTR and the Contracting Officer, detailing progress on the SOW for the reporting period. The report shall include, but not be limited to, the following information:
 - i) Summary of work and status of tasks undertaken during the reporting period;
 - ii) Current or anticipated problems/deficiencies and recommended solutions.

8. PERSONNEL REQUIRED FOR STATEMENT OF WORK

N/A

9. PLACE OF PERFORMANCE

The supplier will support HQ SACT staff located in Norfolk VA, USA for the performance of this contract, however will not be required to be co-located: remote support at contractor facility is preferred. No travel to other locations is expected.

10. PHYSICAL SECURITY

A NATO SECRET clearance is desirable for work on this task and for access to the Headquarters and NATO SECRET Wide Area Network.

Personnel details are to be supplied as requested to allow access to HQ SACT, if required. All contractor personnel shall abide by the security restrictions regarding carrying and using electronic devices (e.g. laptops, cell phones) in all NATO facilities. The Supplier(s) shall be responsible for satisfying the necessary clearance requirements before bringing any such device into a NATO facility.

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).**

#	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 experience in corporate, government, or academic environment in analysis in the area of Strategic Foresight and Future Operating Environment studies		
3.	Demonstrable background in Strategic Foresight and Future Operating Environment analysis and the associated staff work (8-10 years recommended).		
4.	Demonstrable and extended knowledge of Future Operating Environment study capabilities		
5.	Demonstrable and extended knowledge of Future Operating Environment associated with Warfare and Battlespace.		
6.	Demonstrated strategic analysis of Future Operating Environment's relating Warfare and Battlespace approach to military modernization		

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	strategic capability development.		
7.	Demonstrate historic Future Operating Environment analysis to showcase current developments and trend assessments.		
8.	All proposed key personnel on this requirement are citizens of a NATO member nation.		
9.	Minimum of one 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.		
10.	Demonstrated research experience conducted in relevant accredited academic institutions and/or organizations or similar experience, related to Future Operating Environment		
11.	Possess experience in corporate, government, or academic environment in analysis in the area of Future Operating Environment studies or similar experience.		

HQ SACT GENERAL TERMS AND CONDITIONS DATED 01/26/2022 ARE APPLICABLE TO THIS PROCUREMENT AND CAN BE LOCATED ON THE ACT WEBSITE AT WWW.ACT.NATO.INT/CONTRACTING UNDER CONTRACTOR INFORMATION.

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