



NORTH ATLANTIC TREATY ORGANISATION

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

INVITATION FOR INTERNATIONAL BIDDING

IFIB-ACT-SACT-25-45

Improving NATO's Strategic Space Posture

Bidding Instructions

IFIB-ACT-SACT-25-45

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BIDDING INSTRUCTIONS

1. General

- (a) This is a Firm Fixed Price deliverable contract in accordance with the HQ SACT General Terms and Conditions;
- (b) HQ SACT General Terms and Conditions Dated **March 2024** are applicable to this procurement and can be located on the ACT website at; WWW.ACT.NATO.INT/CONTRACTING under Contractor Information;
- (c) Contract Award is contingent upon funding availability; Partial bidding is not allowed.

2. Classification

This Invitation for International Bidding (IFIB) 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 IFIB.
- (b) The term “Bidder” shall refer to the bidding entity that has completed a bid in response to this IFIB.
- (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 IFIB 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 IFIB shall, unless otherwise stated, be interpreted as meaning calendar days.

4. Eligibility

This IFIB is open to governmental or commercial entities:

- (a) Established in a North Atlantic Treaty Organisation Alliance member nation.
- (b) Working in the required field and legally authorised to operate in the country or countries in which this contract is to be performed at the time of bidding.
- (c) That has performed the desired past performance including size, cost and scope, as described in this IFIB.

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- (d) That holds a NATO or National Facility Security Clearance (FSC)
- (e) **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:**

Base Period: From Contract Award – 31 December 2025
Option Period One: 1 January 2026 – 31 December 2026
Option Period Two: 1 January 2027 – 31 December 2027
Option Period Three: 1 January 2028 – 31 December 2028
Option Period Four: 1 January 2029 – 31 December 2029

- (c) Upon successful delivery and acceptance of all deliverables required by 31 December 2025, subject to availability of funding, and continued operational requirement, HQ SACT intends to exercise Option Period One, effective 1 January 2026.
- (d) Additional option periods shall be exercised at the sole discretion of the HQ SACT Contracting Officer, based on satisfactory work performance, availability of funding, and ongoing or evolving requirements.

6. Exemption of Taxes

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 IFIB 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 IFIB 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.

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8. Bidder Clarifications

- (a) Prospective Bidders should seek clarification at their earliest convenience. Any explanation regarding the meaning or interpretation of this IFIB, 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 10 (ten) calendar days prior to the bid closing date.**
- (b) Bidder's Conference will take place on **22 August 2025**, at 0900 hours, Eastern Time, Norfolk, Virginia, USA. Via Microsoft Teams with interested potential Bidders. Attendance at the bidder's conference is encouraged to ensure successful proposal development. Minutes of the conference shall be recorded and a written response to all questions received shall be published at www.act.nato.int/contracting for transparency. Submission of bidder's questions are encouraged in advance of the bidder's conference. HQ SACT will endeavour to address questions during the bidders' conference and will entertain follow on dialogue.
- (c) Information in response to all inquiries / requests for clarification to a prospective bidder shall be furnished to all prospective bidders at <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 IFIB. Oral Interpretations shall not be binding.

9. Bid Closing Date

Bids shall be received at HQ SACT, Purchasing and Contracting Office, **no later than 12 September 2025 at 0900 hours, Eastern Time, Norfolk, Virginia, USA.** No bids shall be accepted after this time and date. **No hard copy proposals will be accepted.**

10. Bid Validity

- (a) Bids shall remain valid for a period of one hundred and twenty days (120) from the applicable closing date set forth within this IFIB. 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.
- (b) HQ SACT will not accept supplier proposals prepared, in whole or in part, by means of generative artificial-intelligence (AI) tools, including and without limitation to chatbots, such as Chat Generative Pre-Trained Transformer (Chat GPT), or other language generating tools. HQ SACT reserves the right to screen applications to identify the use of such tools. All applications prepared, in whole or in part, by means of such generative or creative AI applications may be rejected without further consideration at HQ SACT's sole discretion, and HQ SACT reserves the right to take further steps in such cases as appropriate.

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11. Content of Proposal

The proposal shall consist of (2) separate documents (Technical and Price) sent via e-mail as per these instructions.

- (a) **Technical Proposal shall be a Signed PDF document and contain:**
 - i. A table of contents for the entire proposal (See Enclosure 1);
 - ii. The bidder's full name, address, points of contact, telephone, and website;
 - iii. Compliance statement (See Enclosure 2)
 - iv. Past performance (See Enclosure 3);
 - v. List of key personnel (if required);
 - vi. Provision of technical and price volumes;
 - vii. Compliance matrix (See Annex B to Statement of Work).
- (b) **Price proposal shall be submitted as an Excel Spreadsheet (Enclosure 4). A signature may be imbedded in the Excel Workbook or a Signed PDF of the spreadsheet may be provided as an additional attachment. The price proposal:**
 - i. **Shall be in U.S. Dollar Currency.** Contractor may request payment post award in alternative currency based on agreed conversion rate;
 - ii. Prices shall be on a **Firm Fixed Price Basis** and include any relevant discount schedule;

12. Proposal Submission

- (a) Proposals shall be separate e-mail submissions to:
 - i. Technical Proposal: hqsact.techproposal@nato.int
 - ii. Price Proposal: hqsact.priceproposal@nato.int
- (b) Email subjects shall include the solicitation information along with company name (for example: IFIB-ACT-SACT-25-45_Tech_ABC Inc. / IFIB-ACT-SACT-25-45_Price_ABC Inc.). **Allow sufficient time in your submission should you encounter email size challenges.**
- (c) No verbal bids or verbal modifications or telephonic bids shall be considered.
- (d) 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.

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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 email exchange due to the 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 IFIB.
- (b) HQ SACT is not responsible for any content that is not clearly identified in any proposal package.
- (c) Proposals shall be evaluated and awarded based upon the proposal that represents the best value to NATO. The following factors are considerations:
 - i. Successful administrative submission of bid packages as requested in paragraph 11 and Annex B.
 - ii. Successful determination of compliance on mandatory criterion. (Compliant/non-compliant)
 - iii. Technical factors / pricing factors rated the following: Technical / Price = 70/30
 - iv. 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 in order to clarify what is offered and interpret language within the bid, to resolve in potential areas of concern.

17. Award

- (a) HQ SACT intends to award a **firm fixed price deliverables** contract to the Offeror whose proposal represents the Best Value offer to NATO. Partial awards will not be considered.
- (b) HQ SACT will collect information from references provided by the Offeror regarding its past performance. Contractors must provide authorization to contact references.
- (c) HQ SACT reserves the right to negotiate minor deviations to the listed General Terms and Conditions (Requests should be outlined in Enclosure 2)

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Compliance Statement).

18. Escalation Clause

As the pricing for follow on option will not be evaluated during the contract award phase since full scope cannot be properly defined until initial deliverables have been realized, pricing for option periods shall be subject to a Fair and Reasonable Price determination and escalation of costs shall not exceed the commercial/industry standard.

19. Surge

Surge capability requirement is included to have a contract vehicle in place should emerging circumstances require a quick and temporary increase in deliverables (within scope of the existing Statement of Work). The Contractor Company shall be prepared to provide additional deliverables NTE 50% of the overall annual contract value. The cost of surge deliverables shall align with base/option deliverables in terms of makeup and are subject to fair and reasonable price determination.

20. Organizational conflicts of interest

- (a) **Organizational conflicts of interest may occur when factors create an actual or potential conflict of interest on an instant contract, or when the nature of the work performed on the instant contract creates an actual or potential conflict of interest on a future acquisition. In the latter case, some restrictions on future activities of the contractor may result.**
- (b) Contractors must implement a program to monitor, detect, and mitigate/remediate organizational conflicts of interest. While Contracting Officers retain authority to approve mitigation or remediation measures once organizational conflicts of interest are identified, the primary burden of detecting, identifying and disclosing organizational conflicts of interest to the contracting officer and proposing suitable mitigation or remediation measures falls on the contractor.
- (c) The two underlying principles regarding organizational conflicts of interest are: Preventing the existence of conflicting roles that might bias a contractor's judgment; and preventing unfair competitive advantage.
- (d) An unfair competitive advantage exists where a contractor competing for award of any Federal contract possesses:
- (e) Proprietary information that was obtained from a NATO official, staff member, or NATO contractor without proper authorization; or
- (f) Information that is relevant to the contract but is not available to all competitors, where such information would assist that contractor in obtaining

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the contract. Contracting officers and potential bidders shall analyse planned acquisitions in order to:

- i. Identify and evaluate potential organizational conflicts of interest as early in the acquisition process as possible; and
 - ii. Avoid, neutralize, or mitigate significant potential conflicts before contract award, where possible, or post award when the organizational conflict of interest is not revealed prior to award.
- (g) The contracting officer shall award the contract to the apparent successful offeror unless a conflict of interest is determined to exist that cannot be avoided or mitigated. Before determining to withhold award based on conflict-of-interest considerations, the contracting officer shall notify the contractor, provide the reasons therefor, and allow the contractor a reasonable opportunity to respond. If the contracting officer finds that it is in the best interest of NATO to award the contract notwithstanding a conflict of interest, the Contracting Officer will issue a waiver and disclose the award and the existence of the organizational conflict of interest to the Financial Controller. The waiver request and decision shall be included in the contract file.

(h) **Obligations of the Parties.**

- i. When a Contractor or Prospective Contractor becomes aware of the existence or potential for an organizational conflict of interest, the Contractor is obligated to disclose the existence, nature, and supporting evidence of the conflict. Contractors or Prospective Contractors will be deemed to be aware of the existence or potential for an organizational conflict of interest when the Contractor or Prospective Contractor actually knows or reasonably should know of the existence of the actual or potential organizational conflict of interest.
- ii. If the Contracting Officer becomes reasonably aware that the award of a contract will restrict the contractor's eligibility for future contract work, the Contracting Officer will disclose this fact in writing to the Contractor prior to the award, where practicable, and will permit the Contractor or prospective Contractor 7 days to make an election regarding award, discontinuing performance, or submitting an OCI mitigation plan for the Contracting Officer's approval. The sufficiency of the OCI mitigation plan is in the Contracting Officer's sole discretion.

21. Communications

All communication related to this IFIB, 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

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process. There shall be no contact with other HQ SACT personnel regarding this IFIB. Such adherence shall ensure Fair and Open Competition with equal consideration and competitive footing leverage to all interested parties.

22. Points of Contact:

(PLEASE INCLUDE ALL BELOW ON ALL CORRESPONDENCE)

| | | | |
|-------------------|-------------------------|--------------|--|
| Juan C. Benavides | ACT Contracting Officer | 757-747-3804 | juan.benavides@nato.int |
| Tonya Bonilla | ACT Contracting Officer | 757-747-3575 | tonya.bonilla@nato.int |
| Margaret Anderson | ACT Contracting Officer | 757-747-3699 | margaret.anderson@nato.int |
| Louise Syms | ACT Contract Specialist | 757-747-3788 | Louise.syms@act.nato.int |

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Enclosure 1: Proposal Content / Checklist

PROPOSAL CONTENT / CHECKLIST

Table of Contents

- Bidder's name, address, POC, Contact numbers, email address.
- Compliance Statement.
- Past Performance (including References as applicable).
- List of Key Personnel (if required).
- Technical Proposal.
- Price Proposal
- Compliance matrix (See Annex B to Statement of Work).

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Enclosure 2: Compliance Statement

COMPLIANCE STATEMENT TO SEALED BID

It is hereby stated that our company has read and understands all documentation issued as part of IFIB-ACT-SACT-25-45. Our company proposal submitted in response to the referenced solicitation is fully compliant with the provisions of IFIB-ACT-SACT-25-45 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> |
|---------------|---------------------------------------|
| ----- | ----- |
| ----- | ----- |
| ----- | ----- |
| ----- | ----- |
| ----- | ----- |

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.

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Enclosure 3: Past Performance Information Form

Company is required to submit minimum of one past performance or at least two references to meet the requirements of past performance and/or reference enclosure. Contract and/or reference information must include a detailed description of the work performed **relevant to the requirements outlined in the SOW**. Generic or vague references to the contract awarded without a clear connection to work performed will be disqualified. It is incumbent on the bidding company to ensure that past performance is relevant and directly traceable to the type of tasking and deliverables contained within this SOW.

1. Contracting Entity:
2. Contract No:
3. Type of Contract (Firm Fixed Price, IDIQ, Requirements):
4. Title of Contract:
5. Description of Work Performance and Relevance to Current Acquisition (Type of facility, capacity, estimated patronage, summary of staff used):
6. Contract Dollar Amount:
7. Period of Performance:
8. Name, Address, and Telephone No. of Reference:
9. Indicate Whether Reference Acted as Prime or Sub-contractor:
10. Comments regarding compliance with contract terms and conditions:
11. Complete Contact Information for client:
12. 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.

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Enclosure 4: Mandatory Price Proposal Excel Spreadsheet

Pricing shall be submitted on the provided excel spreadsheet. Proposals may be supplemented with a PDF version using the format below.

Proposals not submitted in the proper format will not be considered.

IFIB-ACT-SACT-25-45. SEALED BID PRICE PROPOSAL

COMPANY NAME: **ABC, Inc**

ADDRESS: **Street,**

CITY, POST CODE

TO: Chairman of Supreme Allied Commander Transformation,
(HQ SACT) Contracts Award Committee.
ATTN: LCDR Juan C. Benavides
7857 Blandy Road, Suite 100
Norfolk, VA 23551

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: _____

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SEALED BID PRICE PROPOSAL

SUBJECT: IFIB-ACT-SACT-25-45

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 IFIB-ACT-SACT-25-45 and the "**Insert: Company Name Price Proposal**", submitted in accordance with solicitation provisions.

| Serial | Base Period: From Contract Award – 31December 2025 | | Price |
|---------------|--|-----------------|--------------|
| A | IMPLEMENTATION OF NATO'S COMMERCIAL SPACE STRATEGY | Due date | |
| | * Stakeholder Engagement Plan (for NATO entities, Allies, and industry) | 31OCT2025 | \$ |
| | * NATO Commercial Space Interface Model and Concept Paper | 31NOV2025 | \$ |
| B | CONTRIBUTION TO THE SPACE THREAT OPERATIONAL RESPONSE PROGRAM - THOR | | |
| | * Initial Space Threat Assessment Report (categorized threat vectors/capabilities) | 31NOV2025 | \$ |
| | * Commercial Resilience Toolkit (policy recommendations, financial mechanisms, threat-sharing protocols) | 31NOV2025 | |
| | * Scenario Prioritization Framework & Threat Scenario Catalog | 31DEC2025 | \$ |
| Serial | Option Period One: 1 January 2026 – 31 December 2026 | | Price |
| B | CONTRIBUTION TO THE SPACE THREAT OPERATIONAL RESPONSE PROGRAM - THOR | Due date | |
| | * Pilot Playbook Document (high-priority space threat scenario) | 28FEB2026 | \$ |
| | * Exercise Report (if piloted - playbook feedback/validation) | 30JUN2026 | \$ |
| | * DDA Integration Recommendation Paper (draft language/planner guidance) | 31DEC 2026 | \$ |
| A | IMPLEMENTATION OF NATO'S COMMERCIAL SPACE STRATEGY | | |
| | * Recommendations for Enhancing CIC and Contractor Integration in Exercises | 30JUN 2026 | \$ |
| | * Continuity of Commercial Services Framework (with model contracts and contingency options) | 30JUN 2026 | \$ |
| | GRAND TOTAL | | \$ |

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| Serial | Activity | Price |
|---------------|---|---|
| C | OPERATIONAL REQUIREMENTS DEVELOPMENT | To Be Determined after Scoping Conference |
| D | EFFECTS-BASED CAPABILITY TARGETS | To Be Determined after Scoping Conference |

IFIB-ACT-SACT-25-45**Annex A
STATEMENT OF WORK (SOW)
Supporting NATO's Strategic Space Posture****1. Introduction**

To address evolving threats and ensure Allied operational effectiveness, NATO is constantly adapting its approach to space operations. Particularly, NATO is supporting the Space Threat Operational response initiative to provide a full range of military options to address space threats through national and commercial contributions.

Allies agreed in 2025 on NATO's first developed Commercial Space Strategy which aims to strengthen the Alliance's relationship with trusted commercial space partners and improve its ability to leverage the growing array of commercial space Data, Products and Services (DPS).

The Contractor shall provide expert assistance to NATO in support of existing and new work strands. The Contractor shall leverage its expertise in operational planning, force development, strategic policy, and command and control (C2). and bring extensive experience in multi-domain integration, space effects planning, space deterrence, and defense policy alignment.

2. Objectives and Scope of Work

The Contractor will provide support in the following key areas:

(a) Implementation of NATO's Commercial Space Strategy

As the Alliance enhances its reliance on space-based services to support multi-domain operations, integrating commercial space capabilities is critical for resilience, innovation, and agility. This work aims to establish structured mechanisms, policy guidance, and operational frameworks to enable enduring and effective commercial engagement with NATO and Allied stakeholders.

i. Develop a NATO Interface Model for Commercial Engagement

1. Objective: Create a unified "front door" for commercial space actors to engage with NATO in a structured, equitable, and mission-driven way.

2. Key Tasks:

- a. Conduct a landscape assessment of how NATO, Nations, and other international bodies (e.g., ESA, EU, National MoDs) currently engage with commercial space providers.
- b. Engage stakeholders across NATO (International Staff, ACT, ACO, NCIA, NSPA, DIANA, NATO Innovation Fund) to map access points and identify redundancies and gaps.
- c. Support the design of an interface/engagement model incorporating:
 - i. A single coordination entity or platform (physical and/or digital) to act as the central liaison for commercial actors.
 - ii. A registration and vetting process for trusted commercial partners.

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- iii. A communications and engagement strategy, including industry days, capability showcases, and procurement briefings.
 - d. Define functional relationships between the front-door model and existing NATO entities.
 - e. Develop an operational playbook outlining how commercial partners can navigate NATO procurement processes, understand contracting requirements, and respond to mission needs, in close relation with International Staff / Defense Investment division.
- ii. **Recommend Adaptations to the Commercial Integration Cell (CIC) and Contractor Participation in Exercises**
 - 1. **Objective:** Enhance the Commercial Integration Cell and systematically integrate defense and space contractors into NATO planning, training, and operations.
 - 2. **Key Tasks:**
 - a. Review current CIC structure and mandates, as well as lessons learned from prior NATO exercises or trials involving commercial support.
 - b. Benchmark other models, such as the U.S. Commercial Integration Cell at the Combined Space Operations Center (CSpOC), for best practices.
 - c. Propose enhancements to CIC, including:
 - i. A tiered participation model for vendors based on capabilities, clearances, and NATO needs.
 - ii. Dedicated liaison officers embedded in exercises or command elements.
 - iii. Data-sharing agreements for joint situational awareness.
 - d. Develop protocols and templates for integrating commercial capabilities into:
 - i. Crisis response simulations
 - ii. Live or synthetic exercises (e.g., Steadfast Jupiter, Coalition Warrior Interoperability Exercise)
 - iii. Coalition operations or deployments
 - e. Prepare policy recommendations to support changes to NATO doctrine, SOPs, and legal frameworks enabling more agile commercial engagement.
- iii. **Develop a Continuity Model for Commercial Services Across Peacetime to Conflict**
 - 1. **Objective:** Ensure NATO has uninterrupted access to critical commercial space services in all operational phases.
 - 2. **Key Tasks:**
 - a. Map mission-critical commercial services, such as SATCOM, ISR, weather data, PNT augmentation, or launch support.
 - b. Identify continuity risks, including:
 - i. Preemption by national priorities
 - ii. Infrastructure attacks
 - iii. Licensing/regulatory barriers during crisis or conflict
 - c. Define levels of assured access, from peacetime reliance to wartime contingency (e.g., through guaranteed contracts, surge capacity agreements, service-level agreements).
 - d. Propose contracting mechanisms to support continuity, such as:

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- i. Framework Agreements or Blanket Purchase Agreements with rapid activation clauses
 - ii. Pre-negotiated crisis clauses embedded in service contracts
 - iii. Co-investment or public-private partnership models to build shared infrastructure
 - e. Coordinate with NATO Legal and Policy offices to ensure contract terms align with NATO's legal framework and operational commitments.
- iv. **Explore Measures to Improve Commercial Partner Resilience and Effectiveness**
 - 1. **Objective:** Enhance the survivability and reliability of commercial space assets supporting NATO operations.
 - 2. **Key Tasks:**
 - a. Identify threats to commercial space assets, including cyber-attacks, jamming, spoofing, kinetic threats, and orbital congestion.
 - b. Engage industry and national actors to assess protective capabilities and willingness to adopt mitigation measures.
 - c. Develop policy and financial tools that NATO could use to support commercial partner resilience, such as:
 - i. Threat information sharing protocols or secure intel exchange platforms
 - ii. Financial mitigation measures, e.g. insurance pools, risk-sharing subsidies, or NATO-backed reinsurance mechanisms
 - iii. Standards and certifications for commercial systems supporting military operations
 - iv. Hardening programs or co-development of protective technologies
 - d. Recommend a framework for joint threat exercises, including red-teaming or joint cyber-defense simulations with commercial partners.
 - e. Propose a resilience rating system, allowing NATO to assess the operational readiness and vulnerability profile of commercial providers.
 - 3. **Key Deliverables:**
 - a. NATO Commercial Space Interface Model and Concept Paper **is due no later than 31NOV2025.**
 - b. Recommendations for Enhancing CIC and Contractor Integration in Exercises, are due no later than **30JUN2026**
 - c. Continuity of Commercial Services Framework (with model contracts and contingency options), is due no later than **30JUN2026**
 - d. Commercial Resilience Toolkit (policy recommendations, financial mechanisms, threat-sharing protocols) **is due no later than 31NOV2025.**
 - e. Stakeholder Engagement Plan (for NATO entities, Allies, and industry) **is due no later than 31OCT2025.**

(b) Contribution to the Space Threat Operational Response Program - THOR

The objective of this work is to enhance NATO's ability to respond to space-related threats by contributing to the development of operational threat assessments, response playbooks, and

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integration of military options into the DDA family of plans. This includes aligning efforts with Allied Command Operations (ACO), Allied Command Transformation (ACT), the Space Centre of Excellence (COE), and commercial partners.

i. **Support the Development of an Initial Space Threat Assessment**

1. Objective: Contribute to a baseline understanding of emerging and potential space threats in coordination with NATO's operational and space communities.

2. Key Tasks:

- a. Engage with SHAPE, Combined Force Space Component Command (CFSpCC), JISD, and Space COE to collect existing threat assessments and intelligence products relevant to NATO missions.
- b. Identify potential threat vectors, including:
 - i. Kinetic ASAT systems
 - ii. Cyber and electromagnetic threats to space systems
 - iii. Jamming and spoofing of PNT and SATCOM
 - iv. Orbital threats (e.g., proximity operations, co-orbital platforms)
- c. Coordinate with Allied intelligence and operational communities to validate and update the threat landscape based on real-world incidents and wargaming insights.
- d. Develop a structured threat taxonomy, categorizing threats by actor type (state, proxy, non-state), capability, intent, and potential impact on NATO operations.
- e. Deliver a threat matrix, mapping each threat to affected space capabilities and operational domains (e.g., ISR, comms, navigation).

ii. **Identify and Prioritize Scenarios to Be Addressed Through a Threat Response Playbook**

1. Objective: Develop a prioritization framework for threat-response scenarios linked to mission assurance needs and NATO readiness requirements. Provide the ways and means to address associated threats through nationally retained effects or commercial services.

2. Key Tasks:

- a. Define selection criteria for scenarios, such as:
 - i. Operational relevance (impact on NATO's DDA posture)
 - ii. Plausibility and likelihood
 - iii. Urgency and consequence of disruption
 - iv. Availability of mitigation means (national/commercial)
- b. Facilitate workshops with space planners and operators to brainstorm and refine candidate scenarios.
- c. Develop an initial scenario catalog, with brief threat overviews and high-level response options.
- d. Prioritize top scenarios for further development into playbooks, ensuring representation of both traditional (e.g., kinetic ASAT) and non-traditional (e.g., commercial jamming) threat types.

iii. **Develop a Pilot Threat Response Playbook for One Prioritized Scenario**

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1. **Objective:** Create a detailed operational response guide (playbook) to a selected space threat scenario, incorporating available national and commercial capabilities.
2. **Key Tasks:**
 - a. Select the pilot scenario in consultation with SHAPE, Combined Force Space Component Command (CFSpCC).
 - b. Define the “ways and means” for responding to the threat, including:
 - i. Diplomatic/strategic messaging
 - ii. Use of nationally retained capabilities (e.g., cyber countermeasures, alternate PNT sources)
 - iii. Activation of commercial services (e.g., commercial SATCOM surge, space-based ISR rerouting)
 - iv. Operational impact mitigation (e.g., EMCON procedures, navigation reversion modes)
 - c. Structure the playbook into operational phases, such as:
 - i. Indications and warning
 - ii. Initial assessment and attribution
 - iii. Response coordination
 - iv. Post-event recovery and reporting
 - d. Include decision points, triggers, and authorities, aligned with NATO’s crisis response framework.
 - e. Pilot the playbook in a tabletop exercise or simulated environment, capturing lessons learned.
- iv. **Provide Recommendations for Integrating Space Response Options into the DDA Family of Plans**
 1. **Objective:** Ensure that military space response options are formally adopted and reflected in NATO’s planning architecture.
 2. **Key Tasks:**
 - a. Coordinate with ACO planners working on the DDA Family of Plans, including contingency and regional plans, to identify points of integration.
 - b. Align space threat response options with NATO’s operational planning process (OPP) and strategic concept.
 - c. Develop input templates for space-related annexes or sub-paragraphs within strategic/operational-level planning documents.
 - d. Recommend command and control (C2) arrangements for executing space response options under different scenarios.
 - e. Propose updates to planning guidance, such as:
 - i. Concept of Operations (CONOPS)
 - ii. Operational Planning Directives (OPDs)
 - iii. Risk assessment matrices
 3. **Key Deliverables:**
 - a. Initial Space Threat Assessment Report, with categorized threat vectors and affected capabilities, **is due no later than 31NOV2025.**
 - b. Scenario Prioritization Framework and Threat Scenario Catalog **must be submitted by 31DEC2025.**

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- c. Pilot Playbook Document for a selected high-priority space threat scenario, **is finalized and submitted on 28FEB2026.**
- d. Exercise Report (if piloted) capturing feedback and operational validation of the playbook, is due by the end of **2nd quarter 2026.**
- e. DDA Integration Recommendation Paper, with language draft and guidance for planners, is due by the end of **4th quarter 2026.**

(c) Operational Requirements Development

The purpose of this work is to enhance NATO's ability to effectively integrate space capabilities and effects across all operational domains in support of its Deterrence and Defence Posture (DDP). This includes identifying gaps, formulating operational requirements, and aligning space capabilities with joint and combined operations.

i. Analyze Existing Regional and Strategic Plans

1. Objective: Identify capability gaps and limitations in space integration and deterrence coordination across current NATO plans.

2. Key Tasks:

- a. Conduct a comprehensive review of key strategic and regional documents (e.g., NATO Warfighting Capstone Concept, Deterrence and Defence of the Euro-Atlantic Area (DDA), Strategic Concept, and relevant regional contingency plans).
- b. Map existing space-related content in these plans to determine the extent of integration and cross-domain coordination.
- c. Identify capability and doctrinal gaps in space effects, such as situational awareness, communication, positioning/navigation/timing (PNT), and space-based intelligence, surveillance, and reconnaissance (ISR).
- d. Engage with stakeholders in the Strategic Commands (SHAPE, ACT), national representatives, and domain lead to validate identified gaps.
- e. Produce a gap analysis report summarizing deficiencies and opportunities for improving space integration in support of deterrence objectives.

ii. Support the Development of Operational Requirements for Space Effects

1. Objective: Define clear and measurable operational requirements that enable the delivery of space effects in support of NATO's deterrence and defense priorities.

2. Key Tasks:

- a. Translate strategic guidance into operational needs by aligning identified gaps with mission objectives.
- b. Support cross-domain planners and subject matter experts (SMEs) from space, cyber, air, land, and maritime communities to collaboratively define requirements.
- c. Develop cases and mission threads to illustrate how space capabilities support NATO operations.

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- d. Support operational requirement statements using NATO's Capability Development Framework, ensuring they are Specific, Measurable, Achievable, Relevant, and Time-bound (SMART).
 - e. Coordinate with capability developers to ensure that operational requirements are actionable and technically feasible.
 - f. Support submission and review of requirements into NATO's Capability Requirements Planning (CRP) and NATO Defence Planning Process (NDPP).
- iii. **Provide Support on Cross-Domain Integration of Space Capabilities**
- 1. **Objective:** Ensure that space capabilities are orchestrated with air, land, maritime, and cyber domains in regional and strategic-level planning.
 - 2. **Key Tasks:**
 - a. Develop cross-domain integration frameworks that describe how space capabilities will interface with land, air, maritime, and cyber operations at strategic and regional levels.
 - b. Identify key dependencies and synergies between space and other domains (e.g., how space-based ISR supports maritime situational awareness).
 - c. Create planning templates and checklists to guide planners in incorporating space capabilities during operational planning processes.
 - d. Develop vignettes or planning scenarios to demonstrate space capability contributions and their operational effects.
 - e. Assist in exercise design and execution by embedding space injects and cross-domain effects into tabletop exercises (TTX), simulations, and wargames.
 - f. Contribute to doctrine and Tactics, Techniques, and Procedures (TTPs) by drafting recommendations based on operational needs and lessons learned.
 - 3. **Key Deliverables:**
 - a. Gap Analysis Report on space integration in existing NATO plans.
 - b. Requirements Document detailing prioritized space effect requirements.
 - c. Integration of Framework Paper for aligning space capabilities with joint operations.
 - d. Support Pack for Planners, including templates, checklists, and cross-domain use cases.
 - e. Briefings and Recommendations to support planning boards, exercises, and capability development cycles.

(d) Effects-Based Capability Targets

The goal of this work is to support the identification of actionable, effects-based space capability targets that are rooted in operational requirements and aligned with evolving threat environments. These targets will inform NATO and national planning, investment decisions, and interoperability initiatives, ensuring a resilient, scalable, and mission-relevant Alliance space posture.

- i. **Support the Identification of Specific Space Capability Requirements Derived from Operational Needs**

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1. **Objective:** Ensure the Alliance's space capabilities align with modern conflict scenarios.
2. **Key Tasks:**
 - a. Engage operational planners and domain leads (land, maritime, air, cyber, space) to define desired effects from space capabilities (e.g., assured PNT, resilient comms, real-time ISR).
 - b. Review recent conflict scenarios (e.g., Ukraine, Middle East, cyber-kinetic conflicts) to extract lessons on space capability utilization, limitations, and adversary counter-space threats.
 - c. Develop a matrix linking operational needs to space functional areas, such as:
 - i. Space Situational Awareness (SSA)
 - ii. Positioning, Navigation, and Timing (PNT)
 - iii. ISR (space-based GEOINT/SIGINT)
 - iv. Shared Early Warning (SEW)
 - v. Satellite Communications (SATCOM)
 - vi. METOC
 - vii. Offensive/defensive counterspace (e.g., jamming resilience, spoofing mitigation)
 - d. Use modeling and simulation tools to validate capability effectiveness in representative operational environments (e.g., degraded/contested space).
- ii. **Tie Capability Requirements to Roadmaps for NATO and Allied Nations to Support Scalable and Interoperable Contributions**
 1. **Objective:** Ensure capability development is harmonized across the Alliance, enabling interoperable and scalable space support to operations.
 2. **Key Tasks:**
 - a. Map current NATO and national space capability development plans (e.g., NATO SATCOM capability, national SSA programs, missile warning systems).
 - b. Develop a harmonized roadmap structure that:
 - i. Aligns NATO common-funded capability goals with national efforts
 - ii. Identifies complementary or overlapping national capabilities
 - iii. Provides milestones for capability delivery and IOC/FOC timelines
 - c. Identify interoperability standards and gaps, including:
 - i. Common data formats and protocols
 - ii. Federated data access and security layers
 - iii. Cross-domain command-and-control integration
 - d. Propose a scalable contributions model (e.g., tiered levels of participation or burden-sharing matrix) for space capabilities based on national strengths and NATO priorities.
 - e. Facilitate bi- and multilateral consultations to socialize the roadmap and encourage alignment.
- iii. **Highlight Necessary Investment Areas to Enhance Alliance Resilience in Space-Based Operations**
 1. **Objective:** Identify critical investment areas that NATO and Allies must prioritize to mitigate vulnerabilities and maintain freedom of action in space.

IFIB-ACT-SACT-25-45**2. Key Tasks:**

- a. Conduct a risk and threat assessment covering emerging space threats such as:
 - i. Jamming, spoofing, and directed energy weapons
 - ii. Kinetic anti-satellite systems (ASAT)
 - iii. Proliferation of uncoordinated mega-constellations and debris
 - iv. Cyber-attacks on ground segments
- b. Identify key Assess current NATO and national capability shortfalls related to:
 - i. Space traffic management (STM)
 - ii. Electronic warfare (EW) resilience
 - iii. Satellite redundancy and hardening
 - iv. Protected tactical SATCOM
- c. Suggest investment priorities by capability category, such as:
 - i. Short-Term (0–2 years): Ground system cyber-hardening, shared SSA data platforms, SATCOM access expansion
 - ii. Medium-Term (3–5 years): Multi-orbit resilience (LEO, MEO, GEO), modular satellite architectures, responsive launch capacity
 - iii. Long-Term (6+ years): Counter-space deterrence measures, quantum-based comms/navigation, advanced STM tools using AI/ML
- d. Propose multilateral funding opportunities, including joint R&D projects, NATO Innovation Fund projects, or cooperative acquisition.
- e. Prepare an investment briefing package for NATO Defence Planning Process (NDPP) and Defence Ministers' meetings.

3. Key Deliverables:

- a. Effects Based Capability Requirements Report – mapping operational needs to capability gaps and recommended targets.
- b. Alliance Space Capability Development Roadmap – detailing NATO/national milestones, interoperability pathways, and scalability models.
- c. Strategic Investment Recommendations – identifying priority areas for capability enhancement and resilience building.
- d. Threat-Driven Capability Risk Matrix – linking threats to current vulnerabilities and mitigation proposals.
- e. Presentation Decks and Briefing Notes for engagement with NATO Defence Planners, strategic commands, and Allies.

3. Acceptance Criteria

It is expected that all written deliverables are developed and delivered in high-quality English. Reporting deliverables shall be produced at a graduate level, using appropriate Microsoft Office Software programs and Standard Automated Data Processing (ADP). Analyses and their documentation must meet the following requirements:

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- (a) Replication: The Contractor shall provide a sufficiently detailed audit trail, including documentation of data and assumptions, to enable a third party to independently replicate the analyses.
- (b) Travel Support: Analyses must be capable of supporting temporary travel NATO nations.

4. Contractor Performance Requirements and Reporting

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.

5. Personnel Required for Statement of Work

The Contractor shall provide suitably qualified personnel to fulfill the requirements of this SOW. This team shall include, but not be limited to, individuals with expertise in the following areas:

- a. Space policy
- b. Space Deterrence.
- c. Operational planning
- d. NATO strategic engagement
- e. Multi-domain integration
- f. Space effects planning
- g. Defense policy alignment
- h. Satellite manufacturing
- i. Launch services
- j. Space-based ISR
- k. Command and Control (C2) architecture

6. Place of Performance

Most of the work under this contract is expected to be performed at the Contractor's facility, HQ SACT, Norfolk VA, ACT SEE, Mons BE, or NATO HQ, Brussels, BE. The Contractor will be required to attend debrief meetings at HQ SACT. travel shall be kept to the minimum required to adequately produce the required deliverables. All travel must receive advance approval from the COTR and Contracting Officer. Travel costs will be handled under separate NATO ACT purchase order(s).

7. Physical Security

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A NATO SECRET clearance is required for work on this task and for access to the Headquarters and NATO SECRET Wide Area Network. Final products may need NATO classification NATO CONFIDENTIAL or NATO SECRET. NATO Strategic Documents, to include NATO Military Strategy, are classified at NATO SECRET. The contractor key personnel must be capable of working at this classification level and the contractor must hold a NATO or National Facility Security Clearance (FSC).

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, mobile 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.

8. Security Considerations for the Deliverables

Deliverables will be up to and including NATO Secret. NATO Strategic Documents, to include NATO Military Strategy and Strategy Game are classified at NATO SECRET.

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Requirements Matrix**

Contractor technical proposal will be assessed based on the criteria mentioned in the following table. HQ SACT reserves the right to conduct technical discussions with the bidder. Ultimately, companies shall clearly demonstrate compliance and experience by providing explicit reference the page/paragraph which supports claimed experience. The Contractor must demonstrate their experience and expertise in the subject matter, in which will be graded in accordance with the Grading Matrix.

A score of “0” in any of the criteria categories will result in the bidder’s proposal as being “Technically Non-Compliant” unless otherwise specified.

| SER | ITEM | COMPLIANT or NOT COMPLIANT |
|-----|--|----------------------------|
| 1 | Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent. | |
| 2 | All key personnel hold an Active NATO or National SECRET (or higher) security clearance | |
| 3 | Company holds Active NATO or National SECRET Facility Security Clearance (FSC) | |
| 4 | Valid NATO Nation passport with no travel restrictions to NATO nations | |
| 5 | Proficiency in the use of the Microsoft Office Tool suite and collaborative software | |
| 6 | Minimum of 70 Points in the Subject Matter Expert Criteria. | |
| 7 | Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships) | |

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| Ser | Criteria | Scoring Scale |
|-----|---|--|
| 8 | Technical Approach & Methodology. <i>Clarity and relevance of approach to meet deliverables and objectives</i> | 0= Unsatisfactory; Fails to meet requirements, 1-13 = Satisfactory; Adequately meets basic requirements, 14-25 = Excellent; Fully meets or exceeds expectation in all aspects. |
| 9 | Relevant Experience & Past Performance. <i>Experience with similar Space based contracts, quality of references</i> | 0= Unsatisfactory; Fails to meet requirements, 1-10 = Satisfactory; Adequately meets basic requirements, 11-20 = Excellent; Extensive relevant experience. |
| 10 | Team Qualifications. <i>Expertise and qualifications of proposed team members</i> | 0= Unsatisfactory; Fails to meet requirements, 1-8 = Satisfactory; Adequately meets basic requirements, 9-15 = Excellent; Highly qualified team. |
| 11 | Understanding of Requirements. <i>Demonstrated understanding of the deliverables and context.</i> | 0= Unsatisfactory; Fails to meet requirements, 1-5 = Satisfactory; Adequately meets basic requirements, 6-10 = Excellent; Deep understanding with insights. |
| 12 | Work Plan & Schedule. <i>Realistic timeline, resource plan, and deliverable milestones</i> | 0= Unsatisfactory; Fails to meet requirements, 1-5 = Satisfactory; Meets the basic need, but not very realistic, 6-10 = Excellent; Highly realistic and detailed. |
| 13 | Risk Management Plan. <i>Identification of potential risks and mitigation strategies.</i> | 0= Unsatisfactory; Fails to meet requirements, 1-2 = Satisfactory; Meets basic requirements, 3-5 = Excellent; Comprehensive and proactive. |
| 14 | Innovation / Value Addition. <i>Innovative aspects or added value beyond minimum requirements.</i> | 0= Unsatisfactory; Fails to meet requirements, 1-2 = Satisfactory; basic value add, 3-5 = Excellent; Significant value add. |
| 15 | Cost Alignment with Scope. <i>Cost realism and alignment with scope</i> | 0= Did not provide alignment with scope. 1-10 = Provides cost realism and alignment with scope. |