

IFIB: IFIB-ACT-SACT-25-45

Reference: Q&A #2

Date of Issue: 27 Aug 2025

The following questions were raised with respect to subject **IFIB-ACT-SACT-25-45 Improving NATO's Strategic Space Posture**. Responses are to provide clarification.

Questions	Responses
1. Do we need to sign up our individual members to attend this virtual Bidder's Conference?	1. Please send all contact information for anyone you wish to join the Bidder's Conference to the email addresses provided on the contract site. https://www.act.nato.int/opportunities/contracting/ifib-act-sact-25-45/
2. Can you provide us with the link details for the Teams session (Bidder's Conference)?	2. The link for the Bidders Conference will be posted on the contracting website the week before the conference. https://www.act.nato.int/opportunities/contracting/ifib-act-sact-25-45/
3. Can you provide us the link for where you would like us to post Bidder Conference questions prior to the Conference session?	3. Please send all questions to the email addresses provided on the contracting website. https://www.act.nato.int/opportunities/contracting/ifib-act-sact-25-45/
4. Paragraph 6 of the HQ SACT General Terms & Conditions requires the contractor to provides its most favourable pricing for supplies. Given that this contract does not consider the delivery of equipment can NATO confirm that this Paragraph is not applicable to the services sought under the contract and that it will be removed from the final agreement.	4. HQ SACT considers this relevant for this requirement (supplies and services). Minor exceptions to the terms and conditions should be list on Enclosure 2: Compliance Statement of the Technical Proposal.
5. In the event that NATO interprets Paragraph 6 of the HQ SACT General Terms & Conditions as applicable to this contract, given the unique scope and requirements of the work (e.g., clearance requirements) can NATO confirm that the contractor would be in compliance with this provision as long as it provides pricing that is as favourable as pricing offered under contracts with the Department of Defense that require a clearance	5. Yes, we can confirm that this is acceptable.

<p>and that are for substantially the same services?</p>	
<p>6. Paragraph 15 of the HQ SACT General Terms & Conditions imposes an indemnity that goes beyond market standard indemnities for these services. In order to better align with standard market terms, limit contingency pricings by offerors, and encourage maximum possible competition by increasing the potential pool of bidders that might otherwise be interested in responding to this invitation for bids would NATO consider allowing offerors to propose alternate indemnities as part of their price proposal, which NATO can then consider as part of its evaluation?</p>	<p>6. Yes, proposed adjustments to the terms and conditions should be submitted with Enclosure 2 Compliance Statement</p>
<p>7. In order to better align with standard market terms, limit contingency pricings by offerors, and encourage maximum possible competition by increasing the potential pool of bidders that might otherwise be interested in responding to this invitation for bids, would NATO allow offerors to propose a mutual limitation of liability as part of their price proposal, which NATO can then consider as part of its evaluation?</p>	<p>7. Yes, proposed adjustments to the terms and conditions should be submitted with Enclosure 2 Compliance Statement</p>
<p>8. Section 6 of the Statement of Work states that the place of performance is expected to be the Contractor's facilities and either Norfolk, Virginia or NATO HQ in Brussels. In order to make sure that the contractor has the necessary resources in place to support this contract can NATO confirm that the primary place of performance will be the contractor's facilities and Norfolk with occasional potential travel to Brussels? If that understanding is not correct, can NATO clarify what percentage of the contract is expected to be performed in Brussels and whether the</p>	<p>8. The primary place of performance is the contractor's facilities and here at HQ SACT in Norfolk with occasional potential travel to Belgium (NATO HQ Brussels, ACT SEE Mons)</p>

contractor is expected to have any full-time resources in Brussels?	
9. In order to best adhere to the bidding instructions, can NATO clarify whether there are any page count limitations or formatting requirements (e.g., font or margin size) that contractors should follow when submitting their bids?	9. There are no page limitations.
10. In section 8, subsection B of the bidding instructions, NATO mentions a Bidder's Conference to take place on 22 August, 2025 at 0900 hours via Microsoft Teams. Can NATO clarify how invitations to the Bidder's Conference will be issued and when interested bidders can expect their invitation? Also, can NATO clarify whether there is any limitation to the number of attendees an interested bidder can bring?	10. The Bidders Conference link has been posted on the NATO contracting website and is open to all interested attendees. There are no restrictions on the number of participants right now but might come back with a restriction if we are reaching limits with Teams.
11. The referenced section requires that the technical proposal contain "Provision of technical and price volumes". Will NATO elaborate on what the "Provision of technical and price volumes" should include?	11. Refer to section 11. Content of Proposal of the Bidder's Instruction of the solicitation.
12. The referenced section states, "Pricing shall be submitted on the provided excel spreadsheet." This artifact does not appear to be included in the solicitation documents. Will NATO provide said document or are bidders meant to create their own Excel artifact based on the table on Pg. 15?	12. The Pricing Spreadsheet has been posted on the NATO contracting website. https://www.act.nato.int/opportunities/contracting/fib-act-sact-25-45/
13. Is Scoring Criteria 13 "Risk management plan" referring to the Project Management Issues and Risk over the lifecycle of the Framework Contract or an example of specialized expertise in SPACE industry related incident and risks?	13. It's referring to Project management issues and risks during the project.

<p>14. Which roles are defined as required key personnel.</p>	<p>14. Key personnel are defined as those individuals from the contractor’s organization who serve as primary points of contact and work directly with NATO—whether embedded within NATO facilities or operating from the contractor’s own premises. Their designation as key personnel is based on their direct involvement in contract execution, irrespective of their specific functional role.</p>
<p>15. Place of Performance: Is there an estimation of the purchaser how the distribution is expected in regards to work at contractor facility and work at NATO locations</p>	<p>15. No, there is no such estimation, and it is depending on the contractor’s proposal.</p>
<p>16. How can we testify our English skills?</p>	<p>16. English skills are specified in annex B Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.</p>
<p>17. Who needs to sign the project references? Referring to this section in the document</p> <ul style="list-style-type: none"> ○ 10. Comments regarding compliance with contract terms and conditions: ○ 11. Complete Contact Information for client: ○ Permission to contact client for reference: Yes/ No <p>Name/Signature of Authorized Company Official: _____</p> <p>—</p>	<p>17. Someone that your company authorize to sign on its behalf.</p>
<p>18. Does the team for the Commercial Space Strategy work package need to be NATO secret cleared as well?</p>	<p>18. All personnel working with the project needs to have personal security clearance</p>
<p>19. How are "key personnel" defined?</p>	<p>19. Key personnel would mainly be the contractor’s primary personnel working with the project (i.e. Program Manager)</p>
<p>20. Can you confirm that the price of the "Commercial Resilience Toolkit" in the base period should be in single USD in the final column? (missing the \$ sign)</p>	<p>20. This is an error, it should be is USD</p>
<p>21. The IFIB states "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</p>	<p>21. Yes</p>

<p>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)." <i>Will ACT provide dedicated seats for key personnel to access NSWAN at HQ SACT?</i></p>	
<p>22. Serial 2 of the Requirements Matrix states, "All key personnel hold an Active NATO or National SECRET (or higher) security clearance," and Serial 7 states "Key personnel citizen of NATO member nation." Given that there are no other specific requirements for key personnel, can you confirm that testifying that all staff supporting the contract are citizens of a NATO nations and all contract personnel supporting contract delivery on site at HQ SACT hold an Active NATO or National SECRET (or higher) security clearance, is compliant?</p>	<p>22. Yes</p>
<p>23. Can you confirm Offerors are only expected to submit a Price Proposal for the Deliverables defined in Serial A and B, and only for the Base Period and Option Period 1?</p>	<p>23. Yes, the price proposal is for the Deliverables defined in Serial A and B, and only for the Base Period and Option Period 1</p>
<p>24. The last two rows in the table for the Sealed Bid Price Proposal state the Pricing for Serial C and Serial D is "To Be Determined after Scoping Conference." Can you please confirm that the Scoping Conference will be scheduled some time after contract award?</p>	<p>24. Yes, Scoping Conference will be scheduled some time after contract award</p>
<p>25. The IFIB states, "Pilot the playbook in a tabletop exercise or simulated environment, capturing lessons learned." Can you confirm that in addition to developing and piloting a space threat-focused playbook that will be incorporated into a tabletop exercise or simulated environment, the Contractor will be expected to</p>	<p>25. The contractor shall create and run a dedicated exercise with the option to incorporate it in an existing NATO exercise if that is feasible.</p>

develop and run the tabletop exercise or simulated environment?	
26. Given that there are no additional Subject Matter Expert criteria, can you please confirm that serial 6 (of the Requirements Matrix (minimum of 70 points the Subject Matter Expert Criteria) is not applicable for this bid, but that the remaining personnel criteria (1-5,7) are pass/fail criteria?	26. The minimum 70 points will be the sum of the scores for serial 8-15.
27. Are bidders allowed to vary optimized team compositions based on differing weights of effort and expertise required for each time-phased deliverable or do bidders need to provide a traditional, fixed, and dedicated number of Full Time Equivalent (FTEs) across the full period of performance?	27. Bidders are allowed to propose front office / back-office organization to be able to flex efforts between unclass (workpackage A is mainly unclass) and classified areas.
28. The referenced sections mention a "Scoping Conference" after which determinations for Serial C and D will be made. When will the scoping conference take place, will the scoping conference be in person and/or virtual, and what are the administrative requirements for this scoping conference?	28. The details for the Scoping Conference will be set if there is a continued operational requirement and funds are available.
29. Given the delayed release of the IFIB, will there be adjustments to key delivery dates? Example: "Stakeholder Engagement Plan (for NATO entities, Allies, and industry) is due no later than 31OCT2025	29. We will keep current timeline. The goal of this contracted support is to make it go faster than what NATO can do on its own. Ability to deliver fast will be a key for success.
30. Some of the evaluation criteria do not appear to align with the information requested in the solicitation. For NATO to evaluate proposals on all criteria as written, bidders would need to provide additional information on key personnel, a technical approach and methodology, proposed team qualifications that convey an understanding of the requirements, a work plan and schedule, and a risk management plan. None of this information is currently requested in the solicitation. Where should bidders include this information?	30. Bidders are encouraged to demonstrate their understanding of the scope and their ability to respond effectively. The evaluation criteria referenced in the question are incorporated into the Compliance Matrix outlined in Solicitation Enclosure 1.

31. Does NATO intend to have bidders include a provision of the price volume in the technical proposal as required in the current solicitation, and if yes, what is a provision of price volume?	31. Submit proposals in accordance with section 11 and 12 of the bidder's instructions. The tech proposal and price proposal are sent to separate email droboxes.
32. What are the subject matter expert criteria? How would one achieve a score of 70 or higher?	32. Points are defined on Serial 8 through 15 of the Requirements Matrix. A bidder must obtain over 70 points to be considered compliant.
33. What process will be used and what factors will be considered to evaluate bidders on innovation/value addition to establish a score between 0 and 5?	33. Scores are applied based upon how bidder address the criteria in its proposal and on the interpretation of the CAC board.
34. The bidding instructions mention "Key Personnel" in multiple locations. What is the NATO definition for Key Personnel and are they required to be listed in the proposal?	34. See para 14/19 Key personnel are persons authorized by the company to communicate with NATO.
35. Does NATO have a definition for "the commercial/industry standard" to be used for escalation of the later option periods?	35. The cost for later option periods will be determined after scoping conference.
36. The bidding instructions allow for the submission of Past Performance OR two References. A Past Performance Information Form is provided. How does the information from a Reference differ from this form?	36. Bidders should only provide reference if it does not have past performance. Reference should contain contact information for the reference and a statement of the services performed.
37. Can you clarify this sentence? "Travel Support: Analyses must be capable of supporting temporary travel NATO nations." Is the reference actually to "Analysts"?	37. Yes, the intended term is likely "analysts" rather than "analyses."
38. The bidding instructions state that travel costs will be handled under separate ACT purchase orders. Are travel costs to be included in the price proposal worksheet?	38. Once the COTR requires contractor travel this travel will require a separate Purchase Order. Travel costs will not be a part of costs listed on the Price proposal.
39. Where can we find the Subject Matter Expert Criteria referenced in the compliance Requirements Matrix?	39. Same as #32 The minimum 70 points will be the sum of the scores for serial 8-15.
40. Will NATO issue secure laptops that can be used to accomplish the work outside of NATO facilities?	40. NATO SECRET (NS) workstations will be provided at the NATO location where the work is done
41. The IFIB's Sealed Bid Price Proposal on Page 16 clearly indicates that the prices for Serial C	41. It is correct. NATO SACT does not require estimated pricing for options 2, 3, and 4

<p>and for Serial D are "To be Determined After Scoping Conference". The Mandatory Price Proposal Excel Spreadsheet at Enclosure 4 only includes the Base Period and Option Period One. Is it correct to assume that ACT does not want any estimated pricing for Option Periods Two, Three and Four?</p>	
<p>42. Section 19 of the IFIB describes a Surge Requirement, but there is no corresponding item in the Mandatory Price Proposal Excel Spreadsheet, nor on the Sealed Bid Price Proposal Form. Is it correct to assume that Section 19 is intended as information for the successful Offeror, and not to be priced at this time?</p>	<p>42. The possibility of surge requirement exists and will be negotiated at that time.</p>
<p>43. Please clarify the format for the technical approach. Should specific items be included (e.g., the "Work Plan & Schedule" and "Risk Management Plan" referenced in Annex B: Requirements Matrix)?</p>	<p>43. Yes</p>
<p>44. Annex A references a "Threat Scenario Catalog." How deep should scenarios go? Should they consist of high-level overviews for planners, or fully developed vignettes with response options, triggering events, and decision trees?</p>	<p>44. Threat scenario catalog will be high level overviews, further refined at the playbook level.</p>
<p>45. Annex A references "creating a detailed operational response guide (playbook) to a selected space threat scenario, incorporating available national and commercial capabilities." For playbook validation does ACT anticipate the pilot to be part of an existing NATO exercise or a standalone simulation?</p>	<p>45. See para 25. The contractor shall create and run a dedicated exercise with the option to incorporate it in an existing NATO exercise if that is feasible.</p>
<p>46. Annex A references "creating a detailed operational response guide (playbook) to a selected space threat scenario, incorporating available national and commercial capabilities." For playbook validation does ACT anticipate the pilot to be</p>	<p>46. Same as 45</p>

part of an existing NATO exercise or a standalone simulation?	
47. Annex A references a "Commercial Resilience Toolkit." Does ACT expect the toolkit to include financial mechanisms in addition to technical/operational measures? (Skynet 5 "Aurora", DoD Risk Sharing Commercial Launch Providers (EELV program), FAA government backed indemnification system)	47. The analysis and suggested response option should encompass all areas described in the NATO Commercial Space Strategy (public release).
48. How many seats will be available at NATO ACT for on-site personnel? If seats are required in other locations where contractor support is expected, will ACT furnish space? Can NATO SECRET data be accessed at the contractor site?	48. We will have seats here in HQ SACT, number of seats NTB, we expect one position in MONS and on at NATO HQ, with temporary travels to Ramstein.
49. Will NATO provide FTE estimates for years where no deliverables are defined? Please confirm the pricing approach contractors should use for Serial C (Operational Requirements) and Serial D (Effects-Based Capability Targets), currently marked "TBD after scoping conference."	49. NATO SACT will not provide FTE estimates for years in which no deliverables are currently defined. As stated, estimated pricing is not required for Work Packages C (Operational Requirements) and D (Effects-Based Capability Targets), nor for Option Periods Two, Three, and Four at this stage. Serials C and D are marked "TBD after scoping conference" to reflect that their scope and associated resource requirements will be determined collaboratively later.
50. Regarding Annex B: will ACT provide further guidance on what constitutes excellent versus satisfactory for innovation slash value-add scoring?	50. No, scores are awarded based on how the criteria is address in the technical proposal and is interpreted by the CAC board.
51. "Per instructions, the Technical Proposal shall contain a ""list of key personnel (if required)"" and this is also noted in Enclosure 1: Proposal Content/Checklist. The Requirements Matrix states that the ""contractor technical proposal will be assessed"" based on select criteria, including several which pertain to individuals (including ""demonstrated proficiency in English"", ""holding an Active NATO or National SECRET (or higher) security clearance"", holding a ""valid NATO Nation passport"",	51. Key personnel are company persons authorize to communicate with NATO on a regular basis (i.e. Program manager).

<p>being a ""citizen of NATO member nation"", etc. However, there are no key personnel requirements listed in the IFIB. Will NATO please provide a list of the positions where key personnel are required, along with the qualifications expected? "</p>	
<p>52. The Requirements Matrix lists "minimum of 70 points in the Subject Matter Expert Criteria" as an assessment criteria. Can NATO please provide the "Subject Matter Expert Criteria"?</p>	<p>52. Same than 32 Points are defined on Serial 8 through 15 of the Requirements Matrix. A bidder must obtain over 70 points to be considered compliant.</p>
<p>53. One deliverable under Serial A and two deliverables under Serial B note a due date of 31 NOV 2025. We assume this is meant to read "30 NOV 2025", however, the 30th is the Sunday following the Thanksgiving holiday. Can NATO please verify the correct due date for these deliverables.</p>	<p>53. Deliverable NLT the end of November</p>
<p>54. Will ACT provide a single COTR POC to coordinate Stakeholder access (SHAPE, Space COE, IS/DI, NCIA, NSPA, DIANA, NIF) to meet Oct/Nov deliverable deadlines?</p>	<p>54. Yes</p>
<p>55. Classification Guidance: Should base deliverables default to NATO Unclassified unless directed otherwise? Is there any special handling for annexes?</p>	<p>55. Most of the NATO Space framework documents are NATO Restricted. Deliverables are unlikely to be below NR. Portion marking of all documents are expected to facilitate further references.</p>
<p>56. For the THOR Pilot Playbook, does ACT prefer a Q1 2026 tabletop and will ACT/ACO sponsor participants?</p>	<p>56. The Pilot playbook will have to be developed in close coordination with SHAPE and CFSpCC (MONS and Ramstein). The simulation or tabletop exercise developed to validate this Playbook will be executed in close coordination with ACO.</p>
<p>57. DDA Integration: which planning boards/timelines should we target for socializing recommendations (Q3/Q4 2026)</p>	<p>57. DDA review and integration is a continuous process. Detailed timelines to be defined in close coordination with SHAPE and CFSpCC.</p>
<p>58. Commercial Interface Model: should we align with any existing IS/DI or DIANA portals or vendor vetting schema?</p>	<p>58. Work package A is designed to support IS/DI initiative to implement the Commercial Space Strategy. Close coordination with IS/DI staff in NHQ is expected.</p>
<p>59. Continuity of commercial services: Does ACT have preferred templates for crisis clauses / model contracts, or should the contractor propose formats?</p>	<p>59. Contractors may suggest format, to meet specific requirements</p>

<p>60. Please confirm tasking/authorization process and expected response time from ACT when surge is invoked.</p>	<p>60. When surge capability is invoked, NATO SACT will initiate the tasking through formal written notification to the Contractor Company. This notification will outline the scope, quantity, and timeline of the additional deliverables required, ensuring alignment with the existing SOW.</p> <p>Authorization will be granted via a contract modification or task order amendment, subject to mutual agreement on scope and pricing. Pricing for surge deliverables will be determined based on the structure and rates of base/option deliverables and must meet the standard of fair and reasonable cost.</p>
<p>61. Should the surge capability be priced in the initial proposal?</p>	<p>61. No</p>
<p>62. The base period of performance is noted as "Contract Award - 31 December 2025." Should the contract not be awarded in a timely manner, will deliverable due dates be revised to reflect the delay?</p>	<p>62. Work package A will be superseded by events if contract is not awarded on time. Work package B timeline could be revised if timeline is not met.</p>
<p>63. Will the winning bid team be in support of NATO ACT in producing items such as the Stakeholders Engagement Plan, NATO Commercial Space Interface Model and Concept Paper, or is the expectation that the products would be built without participation from NATO space cadre?</p>	<p>63. All deliverables will be developed in support of initiatives led by the NATO Space cadre, either in ACT, ACO or NHQ. Autonomy in developing recommendations as well as close coordination for consistency with existing framework are expected.</p>
<p>64. Which of the key deliverables are already underway as a current NATO ACT Space Branch work strand? If there are any, what is their percentage of completion?</p>	<p>64. Work package A scope is currently being developed ISO of IS/DI. Work package B is at 10% completion. Work package C and D are continuous processes, where awarded contractor is expected to add value with timely recommendations.</p>
<p>65. Is there any expectation that contractor personnel will be expected to be permanently based overseas (e.g., Belgium, France, Germany)?</p>	<p>65. Expectations are to have at least 1 contractor between NATO HQ, SHAPE and RAMSTEIN.</p>
<p>66. Are there any additional data processing requirements (cloud or otherwise) such as GDPR that performers must adhere to?</p>	<p>66. Yes, NCIA requirements for working in NATO systems</p>
<p>67. Can you provide more detailed information on the "surge capability requirement" and if this is required for each Objective and Task listed</p>	<p>67. Surge capability is included solely to accommodate potential future requirements of a similar nature. At present, no surge under this contract is necessary.</p>

within the SOW, or a more specific segment?	
68. Given the delay in holding the bidders conference, would NATO consider extending the proposal due date a minimum of two weeks?	68. Currently, NATO HQ SACT does not intend to extend the solicitation closing date. Should there be any changes, an official amendment will be issued through the designated contracting platform.
69. Given the addition of scope to the IFIB, what is the latest budget estimate for this program?	69. NATO SACT does not provide budgetary information as part of the solicitation process. While the scope of the IFIB may evolve to reflect operational priorities, financial estimates—including program-level budget forecasts—are not disclosed to bidders. This approach ensures impartiality in the evaluation process and maintains alignment with NATO procurement policy.
70. Is funding confirmed for this solicitation and will funding be available immediately upon award? If not, does NATO expect the period of performance dates to change accordingly?	70. NATO SACT does not provide budgetary information as part of the solicitation process. Currently, NATO HQ SACT does not intend to extend the PoP. Should there be any changes, an official amendment will be issued through the designated contracting platform.
71. Can NATO provide more detail into physical delivery locations and document classification levels in order to successfully deliver on this program?	71. Most of the NATO Space framework documents are NATO Restricted. Deliverables are unlikely to be below NR. Portion marking of all documents are expected to facilitate further references. All deliverables will be developed in support of initiatives led by the NATO Space cadre, either in ACT, ACO or NATO HQ. Autonomy in developing recommendations as well as close coordination for consistency with existing framework are expected.
72. Would the Authority please clarify how the prospective Contractor is expected to handle protectively marked information at NATO S3CRET (NS), in particular relating to ICT environments? Specifically, we are not aware of NATO-accredited means for the transfer NS information or documents from a NATO network to an external network other than hardware-based encryption. We therefore expect that NS classified information (such as that referred to in the tender document) will be made available to contractors from NATO facilities. Can you confirm this will be the case? Further, can you please confirm how you anticipate	72. NATO will provide NS workstations on NATO sites for contractors to use.

<p>contractors to develop protectively marked material other than in NATO premises? Finally, can the Authority confirm which deliverables will be protectively marked and which will not?</p>	
<p>73. Can the Authority please confirm whether the contract signature date will impact the proposed timetable for the delivery of Serial A and B deliverables (especially those planned for Q4 2025)?</p>	<p>73. We will keep current timeline. The goal of this contracted support is to make it go faster than what NATO can do on its own. Ability to deliver fast will be a key for success.</p>
<p>74. Can the Authority provide further details (such as anticipated timetable, key objectives etc.) for the so-called Scoping Conference referred to at page 15 of the Tender?</p>	<p>74. The Scoping Conference will be planned and scheduled some time after contract award</p>
<p>75. Can the Authority please provide clarification as to what is meant by “subject matter expert criteria” at page 28, serial 6? Does this refer to the score relating to Key Personnel or the score related to the requirement at Annex A Section 5 (“Personnel Required for Statement of Work”)?</p>	<p>75. Refer to question 26, 32 and 39: The minimum 70 points will be the sum of the scores for serial 8-15</p>
<p>76. Could you clarify whether a company participating as a contractor under this framework contract (in support of the development of NATO’s strategic space posture) would be considered ineligible to compete for, or excluded from, future NATO contracts or procurements that may build on the outputs of this work due to potential conflict of interest considerations?</p>	<p>76. Participation as a contractor under this framework contract—supporting the development of NATO’s strategic space posture—does not automatically render a company ineligible to compete for future NATO contracts or procurements that may build upon the outputs of this work. However, NATO SACT will assess COI considerations on a case-by-case basis. Specifically, if a contractor’s involvement in the current framework provides access to privileged information, influences requirement definition, or creates an unfair competitive advantage in future solicitations, NATO may apply restrictions in accordance with established procurement and ethical guidelines.</p>