

IFIB: IFIB-ACT-SACT-25-45

Reference: Q&A # 3

Date of Issue: 08 Sep 25

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. There are four function areas in the proposal, are the contractor only supposed to price the first two?	1. Yes.
2. Does bidders need to propose for on-site contractors at Norfolk (ACT), Mons (Shape), and Ramstein Air Base?	2. The contractor's physical location is not a hard requirement and is left to the Bidders' discretion. For this contract all three locations will have open IT access.
3. Can Bidder bid as part of a group of companies?	3. There is no limit on how a bidder proposes to satisfy the requirements. However, the ACT Contracting Officer and COTR will communicate with the prime contractor.
4. Section 2(a).i.1 of the SOW indicates the Objective is to "Create a unified "front door" for commercial space actors...". However, neither the Key Tasks listed below that, nor the Deliverables, indicate that the "front door" should actually be created and implemented. The Key Tasks further indicate we should "support the design of an interface/engagement model..." Please clarify how far we should proceed with this Task, including clarification on "support".	4. This portion of the work package is an ongoing effort led by the International Staff, Defense Investment.  The role of the contracted support is to provide additional capacity in the design phase, the implementation being out of scope.
5. On the Sealed Bid Price Proposal form, the deliverable for the "Commercial Resilience Toolkit" is listed under Serial B in the Base Year. May we assume that because it is part of the SOW for Implementation of NATO's Commercial Space Strategy, that it should be listed under Serial A instead?	5. It is under Serial B. The intent would be to map the existing commercial services available to increase resilience in the Space domain (ground, link and orbital segments) as part of the Threat operational Response program.
6. The IFIB requires the Contractor hold a NATO or National Facility Clearance (FSC). May this requirement be met via a Contractor's Teaming arrangement for this bid where one of the Contractor's	6. That would be ok as long as personnel working with the project as a personal security clearance. Most of the NATO Space framework documents are NATO Restricted. Deliverables are unlikely to be below NR.

<p>Team Members possesses the DoD-approved FCL and will manage all the security aspects of the program for the team?</p>	
<p>7. If a contractor contributes to policy and consultancy deliverables (e.g. commercial integration cell support, space policy development, or scenario frameworks), could this create a conflict of interest that prevents the same contractor from later bidding to provide space data services (including data provisioning and data management) under future NATO procurements?</p>	<p>7. Yes. Contributing to policy and consultancy deliverables—such as commercial integration cell support, space policy development, or scenario frameworks—may create an actual or perceived conflict of interest that could affect a contractor’s eligibility to bid on future NATO space data service procurements. It is the contractor’s sole responsibility to identify, assess, and mitigate any such conflicts in line with NATO procurement regulations and ethical standards, ensuring no unfair competitive advantage or compromise to procurement integrity. NATO will review potential COI issues on a case-by-case basis to determine whether the contractor’s mitigation measures are adequate.</p>
<p>8. Would it be permissible for a contractor to participate in selected deliverables under this contract while explicitly excluding itself from others if NATO considered them to present a potential conflict of interest?</p>	<p>8. Yes. A contractor may perform selected deliverables under this contract while excluding itself from others if NATO determines those excluded deliverables present a potential COI. It is the contractor’s responsibility to identify, declare, and mitigate any actual or perceived COI—such as by recusing itself from specific tasks—and to propose appropriate mitigation measures. NATO will assess such situations on a case-by-case basis to ensure the measures are sufficient to maintain fairness, transparency, and compliance in current and future procurements.</p>