

RFP: RFP-ACT-SACT-26-17

Reference: Q&A #1

Date of Issue: 27 April 2026

The following questions were raised with respect to subject **RFP-ACT-SACT-26-17- NexGen M&S**. Responses are to provide clarification.

Questions	Responses
<p>1. 8.a states: ""Bids shall be received at HQ SACT, Purchasing and Contracting Office, no later than 29 May 2026..."" 10.a states: ""The e-mailed documents shall be received no later than 13 May 2026...""</p> <p>Please confirm that both the technical and price bids are to be received by HQ SACT no later than 29 May 2026, 0900 hours, Eastern Standard Time.</p>	<p>See Amendment #1: the date in Section 8.a. is correct. Section 11.b has been corrected to reflect the same date.</p>
<p>2. "11.b states: "... Allow sufficient time to send proposal submissions in case of e-mail size challenges."</p> <p>Can NATO please provide any known email/attachment file size limitations for @nato.int email addresses?</p>	<p>The max send/receive size, for the entire message including attachments is 26.89MB, but the actual size can be lower, maybe 20-22MB, depending on encoding and compression.</p>
<p>3. Do we submit detailed descriptions of each contract in the Past Performance Information Form (enclosure 3)?</p>	<p>Past Performance information should focus on relevant information and experience to provide details of that work as it relates to the requirements of the NexGen M&S programme.</p>
<p>4. Some of the projects we are engaged in stretch beyond the 5-year timeframe outlined in enclosure 3, although they are still ongoing, can we reference work that began before the 5 years but is still ongoing?</p>	<p>No. Please keep all information provided within the specified timeframe limits.</p>
<p>5. Do we need to submit a detailed proposal in the technical proposal or just fill out the compliance matrix and provide references?</p>	<p>Yes. The proposal should be detailed. There is a 150-page limit allotted to provide a written proposed approach to meet the requirements of the NexGen M&S programme requirements.</p>
<p>6. Do we insert the range figure in the best value matrix, or do you assign a score?</p>	<p>The company should do a self-assessment using the best value matrix; however, HQ SACT Contract Awards Committee will separately score the proposal, and this score will be used for discussion.</p>
<p>7. Do we need a government employee to fill out enclosure 5: Declaration of Eligibility? We were thinking of using someone who has overseen one of our projects?</p>	<p>The Declaration of Eligibility is completed by the respective nations of the bidder to certify eligibility. For example, in the United States it is the US Dept of Commerce. Each nation has a separate process, however the DOE must come from the official government entity, not the bidder.</p>
<p>8. Section 3.1 of the Statement of Objectives states that the solution should provide</p>	<p>Incoming NATO Cloud offerings (e.g. NATO PBN, ONX).</p>

<p>"Support for execution, both local and distributed, including a closed network, on-premises (private) cloud, NATO approved cloud and/or hybrid environments.". Please can ACT confirm what the primary deployment environment for the solution will be? Will this be Supplier provisioned Cloud / facilities conforming to NATO standards, incoming NATO Cloud offerings (e.g. NATO PBN) and / or New/Existing On Prem infrastructure?</p>	
<p>9. Please may ACT confirm the intended delivery locations for delivery and support of the full solution post contract award (i.e. 2027 onwards), and the expected-on site presence?</p>	<p>Onsite presence will be discussed during Sprint 3. NATO power point presentation for the Bidder's Conference details NATO locations, however the final locations are not solidified.</p>
<p>10. Please may you provide clarity on the pricing excel structure and required information? To what level of detail are we expected to provide for the Pricing Response for Sprint 1?</p>	<p>A Rough Order of Magnitude (ROM) will suffice.</p>
<p>11. During the Agile Procurement process, what government furnished assets will be provided for infrastructure, software, and data?</p>	<p>Sprint 2 will be online and bidders will use their own infrastructure and data to demonstrate their capabilities. Sprints 3 and 4 will be in person and Scenario(s) for those will be provided to down-selected bidders only.</p>
<p>12. Please may ACT advise on the total contract duration and budget for delivery of the NGMS solution (i.e. post Sprint 4)?</p>	<p>HQ estimates a 5-year period of performance from contract award. While award value is difficult to estimate exactly since the solution will largely be shaped through the Agile Procurement Process, HQ SACT estimates a value between 100M-150M EUR.</p>
<p>13. What are the restrictions for prospective bidders who are currently working with NATO ACT supporting NGMS or existing M&S solution or concept development, or have access to non-public information that may be relevant?</p>	<p>This is a new requirement. As such, there are no active contracts supporting NGMS. No prospective bidder has non-public information about the programme. Bidders who may be concerned about Organisation Conflict of Interest are welcome to submit a mitigation plan for consideration.</p>
<p>14. Please may ACT advise if the expectation is that all bidder personnel must hold NATO SECRET to participate in demo phases in Sprint 2, Sprint 3 and Sprint 4?</p>	<p>At the time of contract award, it is required that all Prime and Subcontracting companies, and all employees performing under the contract awarded, have the required clearances. Not having the required clearance during the solicitation and evaluation (to include ALL Sprints) does not prevent participation.</p>
<p>15. The table of contents and cover page are excluded from the 150-page count limit on the Technical Response. Please may you confirm if the Proposal Content / Checklist (enclosure 1) is also excluded from the 150-page count?</p>	<p>Enclosures are excluded from the page limit.</p>
<p>16. Section 15.j. "SPRINT 3: Overview and Application Areas" in the RFP states "Sprint 3 will be conducted in-person...". Additionally, in Section 15.k "SPRINT 4: Detailed Representation of Application Areas" in the RFP states "This final sprint will be conducted in person...". Does this</p>	<p>Sprints 3 & 4 will be conducted in-person, in Norfolk, VA. Bidding teams will coordinate their travel, NATO will not, and will be remunerated in the amount of 25,000 EUR. Each bidding team will have 2-3 days to conduct their demonstration for the evaluation board. Demonstrations are with the evaluators only.</p>

<p>mean the entire durations of Sprint 3 and Sprint 4 will be conducted in person in Norfolk, Virginia? Or will only a short period for demonstrations be in person? Any clarity on the "in person" portion of the sprint durations is appreciated.</p>	<p>Competitors will not be privy to one another's capabilities.</p>
<p>17. In rfp026017_apdx1, please may you confirm what "expected level of resources (e.g. time, procedural steps)" refers to? This is referenced in multiple IDs (CR 1.3, CR 1.6, CR 3.12, GSR 2.1, GSR 2.4, NFR 3.2, NFR 7.1). Does this mean no more than current resources? If so, please provide an estimate of current time and number of resources.</p>	<p>Expected level of resources refers to the amount of time and number of steps (procedural effort) that a proficient user would reasonably require to complete an ORBAT development task.</p>
<p>18. In rfp026017_apdx1, what is meant by web-enabled (ID NFR 5.1)? Does this mean that all application interfaces must be accessible through the browser?</p>	<p>Web enabled refers to a cloud based/Hosted system. Bidders are to present their detailed understanding of web enabled architecture with pros and cons of their approach.</p>
<p>19. In rfp026017_apdx1, ID CR1.1 references "DR 1.0". Please may you confirm what the reference DR 1.0 refers to as we could not find it referenced elsewhere in the Tender?</p>	<p>Please ignore the reference to DR 1.0 as it is an internal requirement.</p>
<p>20. In rfp026017_apdx1, ID CR 1.18 refers to ingesting and executing orders. Please can ACT clarify if this refers to the ability to implement orders from simulation participants (e.g. Blue / Red Force) into a live simulation, or the NGMS solution / service acting on orders (e.g. to develop a new simulation or functionality)? Examples would help clarify.</p>	<p>Simulation should be able to ingest orders from C2 system generated ATOs and ACOs as an example.</p>
<p>21. The RFP states the evaluation of the submission is done at T0 + 3month (page 14, section g) but the bid submission is due at T0 + 1.5 month (29th of May). Can you please confirm that the submission is due 1.5 months prior to evaluation?</p>	<p>The submission is due 1.5 months prior to declaration of the result of the evaluation.</p>
<p>22. Is the intent for NATO to own the core platform, data, and infrastructure, with industry providing support services, or for industry to deliver a managed service capability?</p>	<p>Industry will deliver a managed service.</p>
<p>23. How will operational control be exercised during live activities (e.g., exercises vs operational planning use cases)?</p>	<p>It depends on how user-friendly the solution's interfaces are and how prepared NATO users are to operate the system without supervision. The ideal scenario would be for NATO personnel to carry out all activities.</p>
<p>24. What is NATO's current thinking regarding the period of performance, including base period and option years, for both initial delivery and ongoing support?</p>	<p>Initial contract will be for 2 years with 8 years of optional periods.</p>
<p>25. Does NATO anticipate a single long-term contract vehicle, or separation between development, deployment, and sustainment phases?</p>	<p>A single contract will be awarded at the conclusion of Sprint 4, with option years.</p>

26. How does NATO intend to structure evolution and capability insertion over time; through contract options, task orders, or future competitions?	The contract will be awarded with options. Depending on the needs and changing requirements of the Programme, it may be refined/revised/updated and re-competed in the future.
27. Is NATO considering a Modelling & Simulation as a Service (MSaaS) construct, and if so, how would service consumption be measured (e.g., users, scenarios, compute usage)?	MSaaS is an architectural framework for M&S, not a licensing methodology for our programme (in accordance with NATO STO/NMSG-136). Business model will be designated at the end of the Agile Procurement process.
28. Will legacy system integration be treated as core scope, optional scope, or handled separately by NATO?	It will be an optional scope.
29. How does NATO intend to balance the desire for a single coherent enterprise capability with the practical benefits of a competitive, evolving supplier ecosystem over time?	By leveraging modular MSaaS architecture with a single unifying user interface NexGen M&S solution will be open for integration of new capabilities. NATO aims to maintain a single coherent enterprise capability through common standards and interoperability rules while preserving a competitive and evolving supplier ecosystem within a modular, open structure that allows regular competition of services.
30. Section 10 of the RFP mentions submission of sprint 1 documentation for 13 of May yet the submission deadline is May 29th. Please confirm which applies?	See the answer to Question #1. Amendment 1 has been issued to address this inconsistency.
31. Please confirm what is the scope to be priced to be submitted for the sprint 1?	The pricing is a Rough Order of Magnitude representative of the expected/estimated pricing to be utilized at the time of contract award.
32. Please confirm what is the expected duration between IOC and FOC?	From contract award to FOC, the anticipated duration is 2 Years.
33. Can you please clarify whether infrastructure/hardware is in scope for the bid?	Yes, infrastructure/hardware requirements will be determined in later Sprints according to proposed solution's requirements. The estimated figures should be included within the proposals.