

**CRDF GLOBAL
REQUEST FOR PROPOSAL
Deadline: *May 8, 2026***

Summary:

The Emerging Technology program at CRDF Global is committed to protecting and defending advanced research, data, and technology from exploitation, theft, and IP infringement by adversarial actors. To support this effort, CRDF Global, on behalf of the United States Department of State, Office of Cooperative Threat Reduction (CTR), is seeking experts to design, develop, and deliver two (2) distinct two-day workshops in Muscat, Oman. Both workshops seek to engage researchers, university administrators, commercial space industry stakeholders, space and aerospace officials, government stakeholders, and defense representatives engaged in or supporting the development and oversight of Oman's domestic space ecosystem, including activities related to upstream research and ground systems, downstream satellite services and data management, and associated dual-use applications. Proposals may be submitted for one (1) or both (2) workshops. Applicants should clearly indicate in their proposal which workshop(s) they are qualified and applying to deliver. CRDF Global may select a single contractor or team to deliver both workshops or may engage separate contractors for each workshop depending on expertise and best value considerations.

Scope of Work:

The two workshops will address complementary aspects of safeguarding the space sector. Workshop 1: Space Technology Threats & Risk Mitigation will focus on space technology threats, including dual-use considerations, counterspace risks, foreign malign influence, and risk mitigation practices relevant to domestic space ecosystem development.

Workshop 2: Secure Contracting & Know-Your-Customer (KYC) Practices will focus on secure contracting and Know-Your-Customer (KYC) practices, including risk-based contracting approaches, due diligence frameworks, licensing and screening mechanisms, insider threat awareness, and technical standards applicable to space-related services and infrastructure. Preparatory research conducted by the SME(s) must directly inform material development, case studies, and exercises used in each workshop to ensure relevance to Oman's regulatory and operational context.

The workshops will require facilitated discussions, scenario-based exercises, and action-oriented planning sessions designed to help participants apply concepts within their own institutional and operational environments.

The workshops are intended to:

- Strengthen participant knowledge of dual-use technology risks and responsibilities within Oman's space ecosystem.
- Strengthen institutional capacity to identify and mitigate foreign malign influence and exploitation risks across upstream and downstream activities.
- Build practical skills in secure contracting, screening, licensing review, and due diligence related to space services and supporting systems.
- Encourage coordination among research institutions, regulatory authorities, defense stakeholders, and operational space entities.
- Encourage engagement and partnership opportunities with U.S. companies and industry stakeholders to support responsible development of Oman's space ecosystem.
- Support the adoption of sustainable policies, procedures, and safeguards that promote secure and responsible space ecosystem development.

Across both workshops, the SME(s) will ensure that preparatory analysis, instructional content, and implementation resources are clearly aligned to the thematic focus of each engagement and tailored to the operational roles of participants. The SME(s) will produce background materials, training content, and leave-behind resources, such as templates, checklists, and guidance documents, and deliver two in-person trainings incorporating lectures, facilitated discussion, and applied exercises. The SME(s) will coordinate regularly with CRDF Global to ensure alignment with program objectives and national context.

Period of Performance: June 1, 2026 – December 31, 2026

Tasks and Deliverables:

The contractor shall complete the following tasks in support of two (2) two-day workshops in Muscat, Oman .

Task One: Workshop Design and Agenda Development

The SME(s) will design detailed agendas for two (2) two-day workshops in Muscat, Oman tailored to space and aerospace researchers, government officials, defense stakeholders, and innovation leaders engaged in Oman’s domestic space ecosystem. Workshop 1: Space Technology Threats & Risk Mitigation will focus on space technology threats and risk mitigation across upstream (R&D, ground systems) and downstream (satellite services, data management, space cloud, observatories, manufacturing etc.) activities. Workshop 2: Secure Contracting & Know-Your-Customer (KYC) Practices will focus on secure contracting and Know-Your-Customer (KYC) practices, including screening, licensing review, and due diligence mechanisms relevant to space-related services and ecosystem development. CRDF Global and the Funder will provide feedback on the draft agendas, which shall be incorporated into the final agendas.

Task 1 Deliverables:

1. Draft workshop agenda (one for each workshop)
2. Final workshop agenda incorporating feedback from CRDF Global and the Funder (one for each workshop)

Task Two: Development of Workshop Materials

The SME(s) will develop all training materials, including presentation slides, scenario-based exercises, case studies, participant handouts, and pre-/post-workshop assessments. Materials for the Space Technology Threats workshop should address dual-use risks, foreign malign influence, threats to space-based systems, and mitigation strategies tailored to Oman’s space ecosystem. Materials for the Secure Contracting and KYC workshop should address risk-based contracting approaches, screening and licensing review frameworks, insider threat awareness, and due diligence best practices applicable to upstream and downstream space activities. CRDF Global and the Funder will provide feedback on draft materials, which shall be incorporated into the final versions.

Task 2 Deliverables:

1. Draft workshop materials for each workshop (slides, exercises, handouts, etc.).
2. Final workshop materials incorporating feedback from CRDF Global and the Funder.

Task Three: Workshop Delivery

The SME(s) will travel to Muscat, Oman to deliver two (2) two-day workshops in accordance with the final approved agendas and materials. The timing and sequencing of these workshops will be determined in coordination with the Funder and CRDF Global and may occur consecutively or at separate agreed-upon dates. The SME(s) will facilitate expert instruction, applied exercises, and structured discussions to ensure

active participant engagement. Following delivery of each workshop day, the SME(s) will provide a brief readout summarizing key observations and participant engagement themes.

Task 3 Deliverables:

1. Brief daily readout following the completion of each workshop day using a CRDF-Global provided template.

Task Four: Communication and Reporting with CRDF Global

The SME will coordinate regularly with CRDF Global and the Funder to ensure alignment throughout project execution and will provide reporting on project activities, outcomes, and recommendations.

Task 4 Deliverables:

1. Regular virtual meetings with CRDF Global, the Funder, and/or other members of the project and expert team.
2. An After-Action Report that includes:
 - a. An overall assessment of the project, including successes and lessons learned.
 - b. Key observations resulting from workshop engagement and regional discussions.
 - c. Recommendations for next steps and future work on this topic.

Tentative Schedule of Performance:

Task	Deliverables	Expected Delivery Date
1	Workshop Design & Agenda Development	June 2026
2	Development of Workshop Materials	June – August 2026
3	Workshop Delivery	September 2026
4	Communication and Reporting with CRDF Global	June – December 2026

Contractor Requirements:

- Demonstrated ability and willingness to incorporate cost-sharing, leverage existing resources, and provide in-kind contributions (e.g., staff time, materials, tools, or institutional support) to maximize project impact and efficiency.
- Ability/willingness to participate as part of a team of experts contributing to development and delivery of project activities and materials.
- Willingness to accommodate reasonable changes or adjustments to content or delivery as directed by CRDF Global or the Funder.
- Demonstrated experience developing and delivering academic, industry, or government-facing training, analysis, or reporting in one or more of the following areas:
 - Research security and protection of sensitive or dual-use technologies.
 - Risk management in international research collaboration and development partnerships.
 - Development of practical guidance, training curricula, or implementation tools for institutional use.
 - Knowledge of China’s Military-Civil Fusion (MCF) strategy, counterspace threats, and foreign malign influence risks as they relate to dual-use space technology and domestic space ecosystem development
 - Experience with space sector licensing, Know-Your-Customer (KYC) and due diligence frameworks, screening of space services, and insider threat detection applicable to upstream and downstream space activities.

PROPOSAL REQUIREMENTS:

Each proposal must include:

- **Proposed Technical Approach and Project Team**
 - Detailed description of services offered in correlation with the RFP scope and tasks (your technical approach), including CVs and/or bios for the proposed team who can travel within the United States for implementation of the conference over a three-day period.
 - The technical approach must clearly outline: the methodology that will be used to ensure the workshops remain interactive, case-based, and outcome-oriented; and the approach that will be used to tailor the materials for each workshop’s specific audiences.
 - List of recent experience: in developing and delivering customized research security training; working with universities private public, or academic sector audiences in Oman (or the Gulf region more generally); working with space-enabling technology industry, researchers, and/or regulators; applicable references/past performance should be clearly included.
 - 10-page limit excluding CVs and cost proposals
- **Cost Proposal in USD**
 - NOTE: Applicants are required to submit their cost proposal using the budget template provided below. Applicants may add additional rows or sub-categories as needed to include travel costs, cost-sharing, leveraged resources, in-kind contributions, or any other items required to fully represent their technical and cost approach. All additions should be clearly labeled.
 - **Travel Cost Proposal:** If travel is required under the proposed Scope of Work, CRDF Global will directly arrange and purchase airfare, lodging, and ISOS insurance for all travelers. The Contractor shall be responsible for all additional travel arrangements and associated costs, including but not limited to ground transportation, meals and incidental expenses (M&IE), and visa requirements. CRDF Global will reimburse the Contractor for all such expenses. Meals and incidental expenses shall be provided according to the approved Department of State (DOS) rates. Applicants are not required to submit a detailed travel budget for airfare or lodging as part of their Cost Proposal; however, applicants should provide estimated costs for Contractor-managed logistics (ground transportation, M&IE, and visa/travel documentation) consistent with applicable DOS/USG per diem rates.
 - All proposed travel costs must be prepared in accordance with applicable Federal Travel Regulations (FTR) and U.S. General Services Administration (GSA) per diem rates, as applicable to the travel location. Lodging and M&IE rates shall not exceed the allowable federal per diem rates unless specifically justified and approved in writing.
 - Failure to provide a detailed and compliant travel budget may result in the cost proposal being deemed non-responsive.

Task / Deliverable	Proposed Number of Hours	Hourly Rate (USD)	Total (USD)
(Task 1) Program Design and Agenda Development			
(Task 2) Development of Program Materials			
(Task 3) Program Delivery			

(Task 4) Communication and Reporting with CRDF Global			
Travel Expenses			
Total (USD)			

Contractor Selection Criteria:

Scoring will be based on CRDF Global’s evaluation of the Contractor’s ability to meet CRDF Global’s key requirements. That includes competitive pricing, quality of proposal, past performance, and credentials/experience of key personnel. CRDF Global reserves the right to accept or reject any and all proposals and to negotiate terms of any subsequent agreements at its own discretion. CRDF will select the contractor who provides the best value in terms of overall price and experience.

Best Value Trade-Off:

Successful proposals will be selected based on both technical and price factors, weighing them to determine which offer represents the best value. Technical factors, such as experience, innovation, and past performance, may be more heavily weighted than price. CRDF Global reserves the right to select a higher-priced proposal if it offers superior technical benefits or overall value. CRDF Global retains full discretion to contract for all, some, or none of the activities included in any proposal submitted under this RFP. CRDF Global also reserves the right to select multiple proposals and/or SMEs and combine or assign complementary roles among selected offerors to achieve the best overall technical approach and value in support of the activity.

Evaluation Scoring Methodology:

Proposals will be evaluated on a 100-point scale. Scoring will be based on alignment with the stated objectives, creativity and soundness of the proposed approach, and the realism of the scope, weighted according to the criteria identified above.

Evaluation Criteria	Weight (%)	Subfactors
1. Technical Approach	60%	<ul style="list-style-type: none"> - Understanding of the requirements - Feasibility of the approach - Alignment with project goals
2. Price/Cost	20%	<ul style="list-style-type: none"> - Overall cost compared to market rates - Cost realism - Price structure -In-kind contributions or cost-share offered
3. Key Personnel and Qualifications	10%	<ul style="list-style-type: none"> - Relevant experience of personnel - Availability and commitment to the project
4. Past Performance	10%	<ul style="list-style-type: none"> • Demonstrated successful delivery of similar training or advisory projects • Evidence of effective outcomes, client engagement, and program impact

Procurement Timetable:

This procurement process is intended to follow the timeline below:

Activity	Date
1. Request for Proposal (RFP) Issued	April 6, 2026
2. Deadline for Questions & Inquiries	April 24, 2026
3. RFP Questions & Answers Released	April 27, 2026
4. Proposal Submission Deadline	May 8, 2026, 17:00 PM Eastern Standard Time
5. Anticipated Contract Issuance	May 29, 2026

Submission:

Proposals should be submitted to kaldajani@crdfglobal.org, & akelkar@crdfglobal.org, & saldarbisi@crdfglobal.org no later than **17:00 Eastern Standard Time May 8th, 2026**. Proposals should be submitted as electronic documents in **PDF, Word or Excel format** and please add **“RFP Response – Oman Space Security” to the subject line**.

Background:

CRDF Global is an independent nonprofit organization founded in 1995 in response to the collapse of the Soviet Union and the threat of large-scale proliferation of weapons technology from the region. With support authorized by the Nunn-Lugar Act of 1991 and the Freedom Support Act of 1992, as well private foundation contributions, CRDF Global embarked on bolstering the global scientific community and fostering alternatives to weapons research.

In the past 30 years, our work has expanded to address ever-changing global concerns, but our commitment to ensuring the success of our partners remains the same. We are a leading provider of flexible logistical support, program design and management, and strategic capacity building programs in the areas of higher education, CBRNE security and nonproliferation, border security, cybersecurity, global health, technology entrepreneurship, and international professional exchanges.

With offices in Arlington, VA; Amman, Jordan; Kyiv, Ukraine; Manila, Philippines; Almaty, Kazakhstan; and Warsaw, Poland; CRDF Global’s global staff and networks of local community and government stakeholders deliver programs tailored to specific regions that advance U.S. security interests in over 120 countries across the globe.

Vision Statement:

Our world, healthy, safe, and sustainable.

Mission Statement:

Safety, security, and sustainability through science, innovation, and collaboration.

Values:

- We do the right thing.
- We care about each other and the people we work with.
- We work together to deliver excellence

CRDF Global provides equal opportunities to all qualified individuals without regard to age, race, color, religion, sex, sexual orientation, gender identity, national origin, protected veteran status, or disability. We are committed to fostering a respectful, collaborative, and supportive work environment where all individuals can



contribute and thrive. We recognize and uphold the inherent value and dignity of every person, and we strive to maintain a workplace that honors a wide range of backgrounds, perspectives, and experiences.

More information is available at www.crdfglobal.org.

Solicitation Terms & Conditions:

Right to Select Suppliers. CRDF Global reserves the right to negotiate with and select all qualified suppliers at its own discretion and is not obligated to inform suppliers of the methods used in the selection process. CRDF Global reserves the right to dismiss any and/or all suppliers from the bid process and reject any and/or all proposals.

Obligation. This RFP does not bind nor obligate CRDF Global in any way. CRDF Global makes no representation, either expressed or implied, that it will accept or approve in whole or in part any proposal submitted in response to this RFP. CRDF Global may reward, in whole or in part, the proposal at its sole discretion.

Notification. CRDF Global will notify bidders following completion of the evaluation process, as to whether or not bidders have been awarded the contract. The only information regarding the status of the evaluation of proposals that will be provided to any inquiring bidder shall be whether or not the inquiring bidder has been awarded the contract. CRDF Global may, at its sole discretion, inform any inquiring bidder of the reason(s) as to why it was not awarded the contract.

Binding Period. Following the due date of submission of this Proposal, the pricing included in this RFP shall be binding upon the supplier for the duration of the contract.

Hold Harmless. By submitting a response to the RFP, bidder agrees that CRDF Global has sole discretion to select any and/or all suppliers. During or following the conclusion of this process, bidders waive their rights to damages whatsoever attributable to the selection process, materials provided, supplier selection, or any communication associated with the RFP process and supplier selection.

Transfer to Final Contract. The terms and conditions of the RFP, including the specifications and the completed proposal, will become at CRDF Global's sole discretion, part of the final contract (the "Agreement") between CRDF Global and the selected bidder. In the event that responses to the terms and conditions will materially impair a bidder's ability to respond to the RFP, bidder should notify CRDF Global in writing of the impairment. If bidder fails to object to any condition(s) incorporated herein, it shall mean that bidder agrees with, and will comply with the conditions set forth herein.

Exceptions. Any exceptions to the terms and conditions or any additions, which bidder may wish to include in the RFP, should be made in writing and included in the form of an addendum to the applicable Section in the RFP.

CRDF Global Proprietary Information. Supplier agrees that all non-public information contained in this document and communicated verbally in reference to this RFP by CRDF Global shall be received for the sole discretion and purpose of enabling the supplier to submit an accurate response to this RFP. The information contained in this RFP and disclosed during the course of negotiations and communications are proprietary in nature and under no circumstances to be disclosed to a third party without prior written consent from CRDF Global.



Supplier Proprietary Information. Information contained in the response to this RFP will be considered proprietary in nature if marked "confidential" or "proprietary". Such marked documents will not be disclosed to third parties outside CRDF Global with the exception of retained consultants under contractual confidentiality agreements.