

Headquarters Supreme Allied Commander Transformation Norfolk Virginia



REQUEST FOR INFORMATION RFI-ACT-SACT-22-106

This document contains a Request for Information (RFI) Call for Nation and Industry input to the NATO Information Management for Capability Delivery Programme. Suppliers wishing to respond to this RFI should read this document carefully and follow the guidance for responding.

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HQ Supreme Allied Commander Transformation RFI 22-106 General Information	
Request For Information No.	22-106
Project Title	Request for Information (RFI) Call for Nation and Industry input to the Information Management for Capability Delivery (IMCD) Programme
Due Date for RFI Response	<u>05 AUG 2022</u>
Contracting Office Address	NATO, HQ Supreme Allied Commander Transformation (SACT) Purchasing & Contracting Suite 100 7857 Blandy Rd, Norfolk, VA, 23511-2490
Contracting Points of Contact	<p>1. Ms. Tonya Bonilla Email : tonya.bonilla@act.nato.int Tel : +1 757 747 3575</p> <p>2. Ms. Catherine Giglio Email : catherine.giglio@act.nato.int Tel :+1 757 747 3856</p> <p>3. Ms. Magda Ornat Email: Magdalena.ornat@act.nato.int Tel: :+1 757 747 3150</p>
Technical Points of Contact	<p>1. LTC Richard Zambori Programme Coordinator Email : richard.zambori@act.nato.int Tel : +1 757 747 3742</p> <p>2. Ms. Amie Johnson Programme AoA Analyst Email : amie.johnson@act.nato.int Tel : +1 757 747 3843</p>
<i>All requests for clarification and responses to this RFI <u>must</u> be sent via email to <u>all</u> Points of Contact reported above.</i>	

1. INTRODUCTION

1.1 Headquarters Supreme Allied Commander Transformation (HQ SACT) is issuing this Request for Information (RFI) in order to engage with Nations and Industry. The objective of this RFI is to identify emerging and/or existing capabilities related to the Information Management for Capability Delivery (IMCD) Programme. The IMCD programme aims to address the modern information management and information sharing challenges facing NATO's capability development stakeholders, particularly the exchange of authoritative, trusted information required for the effective

governance, management, monitoring, and execution of common funded capability development.

1.2 This request for information (RFI) does not constitute a commitment to issue a future request for proposal (RFP). The purpose of this request is to involve nations and industry through collaboration, in an examination of existing and future capabilities relevant to the IMCD programme, with a focus on commercial technologies, products, and/or services. HQ SACT has not made a commitment to procure any of the items described herein, and release of this RFI shall not be construed as such a commitment, nor as authorization to incur cost for which reimbursement will be required or sought. Further, respondents are advised that HQ SACT will not pay for any information or administrative costs incurred in responding to this RFI. The costs for responding to this RFI shall be borne solely by the responding party. Not responding to this RFI does not preclude participation in any subsequent RFP if issued in the future.

1.3 Purpose of this RFI. This RFI is intended to give Nations and industry an opportunity to provide information that would allow NATO to identify prospective products, systems or sub-systems and their potential benefits to the delivery of the IMCD capability. NATO is seeking awareness and knowledge of any and all solutions that meet any portion of the needs/requirements outlined in the Programme Description section below. All proposals and implementation strategies will be considered during the Capability Program Plan (CPP) stage including, but not limited to, holistic enterprise solutions, integration of many disparate programmes, or some combination in between. As such, Nations and industry partners are encouraged to respond with proposed solutions that meet all, some, one, or even part of one of the sub-capabilities related to the IMCD programme.

2. PROGRAMME DESCRIPTION

2.1 **Programme Vision.** The vision of the IMCD programme is to facilitate the management and exchange of authoritative data and trusted information amongst NATO Enterprise stakeholders involved in the execution of governance, management, monitoring, and execution of common funded capability delivery, with the aim of improving the decision-making process through a coherent and holistic capability. The programme consists of a comprehensive approach to the integration of procured and/or developed capabilities, as well as existing NATO systems, to facilitate greater synergies and bring about more effective information coherence. Critical to this endeavour will be the data integration effort to establish a common set of data that can be relied upon as the single, authoritative source of the truth, to facilitate continuous, effective coordination and interaction between stakeholders, build an environment of trust and accountability, and support informed decision making by nations.

2.2 **Description of sub-capabilities required.** In order to deliver this vision, the IMCD programme seeks to discover the state-of-the-art and art-of-the-possible with respect to technologies, products or services related to the sub-capabilities outlined in the table below. Please note, the information contained in the table below is identical to what is included in the accompanying MS Excel file accompanying this RFI;

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respondents are asked to assess their proposed solutions against these same capability requirements.

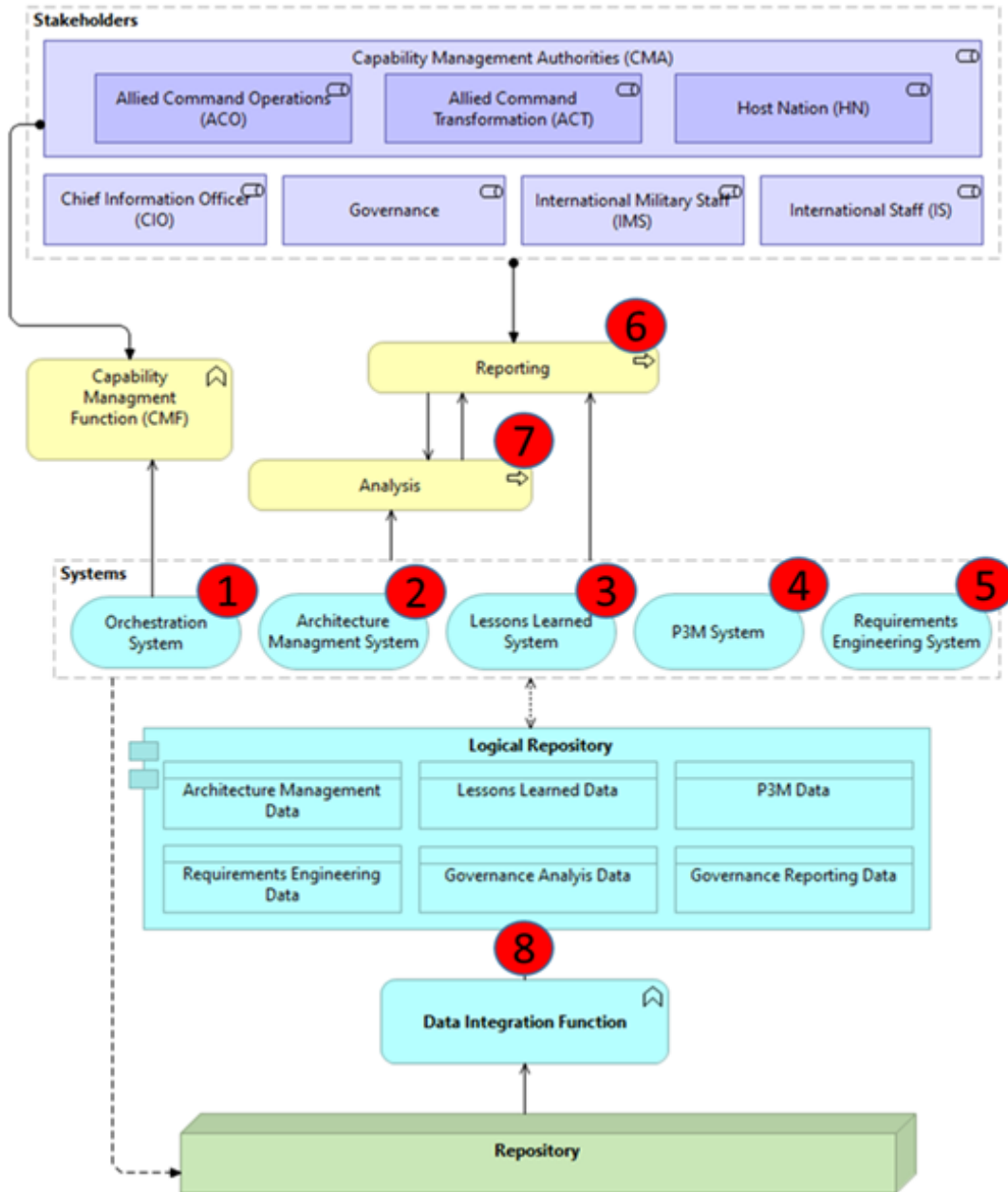
<u>SUB-CAPABILITIES</u>	<u>DESCRIPTION</u>
1. ORCHESTRATION SYSTEM	Provide ability to create customizable high-level dashboards and reports to summarize the status of NATO capabilities and of their associated planned and ongoing change initiatives that are executed in accordance with the NATO CFCDGM.
	Provide the ability to drill down into change initiatives' details such as tolerances' consumption (scope, schedule, costs), as well as points of contact, engineering artefacts, dependencies, associated documents.
	Facilitate the coordination of official management products for governance including definition of schedule and agenda of meetings as well as documentation of decision and minutes of the meeting.
	Enable governance and management to establish priorities and provide guidance.
2. ARCHITECTURE MANAGEMENT SYSTEM	Support Architecture Management in accordance with TOGAF and NAFv4 frameworks.
3. LESSONS LEARNED SYSTEM	Support the NATO process for lesson identified/learned across capability delivery lifecycle.
4. PORTFOLIO, PROGRAMME, AND PROJECT MANAGEMENT SYSTEM	Provide the ability to manage portfolio of capabilities and of change initiatives (Programmes and Projects).
	Provide the ability to identify and manage dependencies, risks/opportunities, benefits, and lesson learned and associate them to change initiatives.
	Provide the ability to plan (short, medium, and long term), request, and allocate resources among different change initiatives.

	Act as repository for draft and official documentation related to capabilities and their associated change initiatives (e.g. blueprints, contracts, policy).
5. REQUIREMENTS ENGINEERING SYSTEM	Support Requirements Engineering processes in accordance with industry best practices (IREB framework, ISO 15288).
6. REPORTING	Provide the ability to capture/create information in standard, structured way, to share it and make it discoverable, to collaborate, and generate reports (including dashboards, scorecards, etc.)
7. ANALYTICS	Enable analysis of relevant data and relations to include, but not limited to, pattern recognition, projection and forecasting of tolerance consumption rates, identification of bottlenecks in the process execution, cost, correlation of risks, and change impact.
8. DATA INTEGRATION AND LOGICAL REPOSITORY	Interface with several distinct data sources, collect, merge, integrate, correlate, de-conflict data.
	Establish and maintain traceability across distinct information elements (i.e. among programmes and projects, requirements, architectural elements, lessons learned).
	Act as enterprise logical repository for all information elements related to capability delivery.

2.3 Additional/Common Requirements. In addition to the sub-capabilities listed above, proposed solutions should also adhere to the following common requirements:

- Support configuration management IAW industry standards
- Implement non-proprietary interfaces / APIs
- Support role-based access
- Support distributed architecture

2.4 Capability Delivery Framework. The following diagram is a simplified illustration of NATO’s capability delivery framework and serves to highlight the incorporation of IMCD’s sub-capabilities within the framework’s components. The red number labels within the diagram correspond directly with the sub-capabilities in the previous table.



2.5 Programme’s Current Status. To support the transformational change of how Information Management for Capability Delivery Programme will be doing business in the future, a Capability Programme Plan (CPP) is currently under development. The CPP aims to direct the necessary actions across the NATO-recognised lines of development including: doctrine, organisation, training, materiel (including software), leadership, personnel, facilities and interoperability.

2.6 The CPP consists of a rigorous analysis intended to assist decision makers in the selection of a solution that offers the Alliance the most value for money. This selection analysis is directly informed by the data and information gathered from this RFI with the aim of developing a spectrum of possible options including consideration of “Adopt”-ing a solution (from Nations), “Buy”-ing (acquiring a solution from Industry), or “Create”-ing (developing a solution bespoke to NATO). Ultimately, these options are evaluated along the lines of operational effectiveness, risk and life cycle costs.

3. ACT'S FRAMEWORK FOR COLLABORATIVE INTERACTION (FFCI)

3.1 ACT has implemented a Framework for Collaborative Interaction (FFCI) to increase opportunities for industry and academia to contribute to ACT capability development efforts through collaborative work. Such collaboration enables HQ SACT, and NATO as a whole, to benefit from industry/academia models, advice, capabilities and experience in the course of this work. In addition to the benefits HQ SACT gains from such projects, this collaborative effort will provide industry and academia with an improved understanding of NATO's capability requirements and the associated issues and development challenges to be addressed by HQ SACT. Potential collaborative projects are on specific topics that are of mutual interest to both parties but shall be restricted to collaborations in non-procurement areas. Several mechanisms have been already developed to support the initiation of collaborative projects between industry/academia and ACT ranging from informal information exchanges, workshops, studies or more extensive collaboration on research and experimentation.

3.2 Depending on the level and type of interaction needed for a collaborative project, a specific agreement may be needed between parties. The FFCI agreement for any specific project, if required by either party for the project to proceed, will range from "Non-disclosure Agreements" (NDA) for projects involving exchange of specific information to the more extensive "Declaration of Mutual Collaboration" (DOMC) to address intellectual property and other issues. No FFCI agreement is required to respond to this RFI. However, the principles underlying the FFCI initiative apply to this RFI. Extensive information on the ACT FFCI initiative can be found on the ACT web site being developed to support FFCI projects at <http://www.act.nato.int/ffci>.

4. RESPONDING TO THIS RFI

4.1 The accompanying excel spreadsheet contains a series of questions regarding the information being requested in this RFI. Please complete both the "1. Capability Overview" and "2. Requirements Assessment" tabs within the excel file. Responses must be submitted by e-mail to the four Points of Contact listed on page two of this document.

4.2 RFI Response due date: **05 August 2022.**

4.3 If needed, respondents may also submit an accompanying white paper to provide information related to their capabilities. White papers must be in MS Word or pdf format, less than 10 pages total, and the file size should not exceed 5MB.

4.4 Respondents offering potential solutions to this RFI may be invited to participate in a follow-on virtual session to further discuss the solution(s) offered.

5. Question and Answer Process

5.1 Participants may enhance or clarify their understanding of the programme by submitting questions to the points of contact listed on page two of this document. All questions must be submitted no later than 26 July 2022. To ensure transparency and fairness for companies, all questions and answers will be made available to interested

parties on the HQ SACT P&C website at the following URL: www.act.nato.int/contracting. Accordingly, questions in an e-mail shall not contain proprietary and/or classified information.

5.2 The IMCD Programme will be not holding a live, virtual question and answer session for this RFI.

6. RFI ADMINISTRATIVE INFORMATION

6.1 Provision of data, or lack of, will not prejudice any respondent in the event that there is a competitive bidding process later as part of NATO Common-Funded Capability Development.

6.2 This is not a formal request for submissions as part of a procurement; it is intended to provide support to subsequent and additional in-depth surveys to determine possible systems or products, which should be identified in the development of the Capability Programme Plan (CPP).

6.3 **Expected benefits to respondents.** Participants in this RFI will have the chance to share their state-of-the-art technologies and expose their products to NATO personnel involved with capability development across the enterprise.

6.4 **Organizational Conflicts of Interest.** Companies responding to this RFI are hereby placed on notice responding to this RFI could conceivably create an organizational conflict of interest (OCI) on a future procurement, if a future procurement were to occur within the capability development process. Companies are cautioned to consider OCI when responding to this RFI, and to consider internal mitigation measures that would prevent OCI's from adversely affecting a company's future procurement prospects. OCI's can often be mitigated or prevented with simple, early acquisition analysis and planning and the use of barriers, teaming arrangements, internal corporate nondisclosure policies and firewalls, and similar prophylactic measures. HQ SACT is not in a position to advise responding companies on the existence of OCI or remedial measures, and encourages responding companies to consult internal or external procurement and legal consultants and in-house counsel.

6.5 **Handling of Proprietary information.** Proprietary information, if any, should be minimised and clearly marked as such. HQ SACT will treat proprietary information with the same due care as the command treats its own proprietary information, and will exercise due caution to prevent its unauthorised disclosure. Please be advised that all submissions become HQ SACT property and will not be returned.

6.6 **Sharing of Data within NATO.** The data collected in response to this RFI is used to inform decisions regarding the acquisition strategy for elements relating to the IMCD Programme. Respondents are advised that data gathered through this RFI will be used to formulate alternatives for NATO's consideration and analysis – a process involving NATO staff officers and civilians from across an assortment of NATO organizations. As such, submitting an RFI response implies consent to sharing your RFI data among NATO organizations including, but not limited to, NATO HQs, SHAPE, and NCIA.

7. NON-DISCLOSURE PRINCIPLES

7.1 HQ SACT will follow non-disclosure principles and possibly conclude an NDA with any companies to protect submitted information from further disclosure. As the third party beneficiary of this nondisclosure, this RFI serves to inform you of how HQ SACT plans to proceed and of HQ SACT's intent to protect information from unauthorized disclosure, requiring the third party company to protect the disclosed information using the highest degree of care that the company utilizes to protect its own Proprietary Information of a similar nature, and no less than reasonable care. This includes the following responsibilities and obligations:

7.2 The third party company receiving the information shall not, without explicit, written consent of HQ SACT:

- Discuss, disclose, publish or disseminate any Proprietary Information received or accessed under nondisclosure principles and subject to an NDA, if an NDA is concluded;
- Use disclosed Proprietary Information in any way except for the purpose for which it was disclosed in furtherance of the goals of the instant project, collaboration, activity or contract; or
- Mention the other Party or disclose the relationship including, without limitation, in marketing materials, presentations, press releases or interviews.

7.3 **Exceptions to Obligations.** The third party company receiving the information may disclose, publish, disseminate, and use Proprietary Information:

- To its employees, officers, directors, contractors, and affiliates of the recipient who have a need to know and who have an organizational code of conduct or written agreement with the recipient requiring them to treat the disclosed Proprietary Information in accordance with nondisclosure principles and the NDA (if executed);
- To the extent required by law; however, the company receiving the information will give HQ SACT prompt notice to allow HQ SACT a reasonable opportunity to obtain a protective order or otherwise protect the disclosed information through legal process; or
- That is demonstrated in written record to have been developed independently or already in the possession of the company receiving the information without obligation of confidentiality prior to the date of receipt from HQ SACT; that is disclosed or used with prior written approval from HQ SACT; obtained from a source other than HQ SACT without obligation of confidentiality; or publicly available when received.

7.4 Any response to this RFI is considered to establish consent to this process. A copy of the NDA, if or when concluded, can be provided on request.

8. SUMMARY

This is a RFI only. The purpose of this RFI is to involve industry/academia and Nations, through collaboration, in an examination of current and future capabilities related to the IMCD programme with a focus on the technologies and commercial products. HQ SACT has not made a commitment to procure any of the items described herein, and release of this RFI shall not be construed as such a commitment, nor as authorization to incur cost for which reimbursement will be required or sought. It is emphasised that this is a RFI, and not a RFP of any kind.