

HQ Supreme Allied Commander Transformation

RFI-ACT-SACT-23-05

Headquarters Supreme Allied Commander Transformation

Norfolk, Virginia

REQUEST FOR INFORMATION

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This document contains a Request for Information (RFI) Call for Nations, Industry and Academia input to provide elements of NATO's

Next Generation Joint Targeting Capability (NJTS)

Those wishing to respond to this RFI should read this document carefully and in its entirety, and follow the guidance provided.

This RFI is open to NATO Nations, Industry and Academia that originate or are chartered/incorporated within NATO Nations.

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General Information

Request For Information No.	23-05
Project Title	Request for Industry and Academia Inputs to the Next Generation Joint Targeting Capability (ARTEMIS : Advanced Rapid Targeting and effects Mission Information System)
Submission Due Date	January 17, 2023
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>Ms Magdalena Ornat Email: magdalena.ornat@act.nato.int Tel: +1-757-747-3150</p> <p>Ms Tonya Bonilla Email : tonya.bonilla@act.nato.int Tel: +1 757 747 3575</p> <p>Ms Catherine Giglio Email : catherine.giglio@act.nato.int Tel:+1 757 747 3856</p>
Technical Points of Contact	<p>LTC Damien Petitjean Project Coordinator Email: damien.petitjean@act.nato.int Tel: +1 757 747 3545</p> <p>Ms Amie Johnson Project AoA Analyst Email: amie.johnson@act.nato.int Tel: +1 757 747 3843</p>

All request for clarifications, questions and responses to this RFI must be sent via email to all Points of Contact reported above.

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1. INTRODUCTION

- 1.1.** Summary Headquarters Supreme Allied Commander Transformation (HQ SACT) is issuing this Request for Information (RFI) in order to engage with Nations, Industry and Academia. The intention is to discover that which is immediately available, the art-of-the-possible and state-of-the-art with respect to systems, products, services, technology, and methodologies in the area of Joint Targeting, in order to support NATO Governance decision-making on Common Funded Capability Development. Specifically, this project expects to improve ability to access and understand the joint targeting environment.
- 1.2.** The purpose of this RFI is to involve Nations, Industry and Academia, through collaboration, in an examination of current and future capabilities related to Joint Targeting. The future capabilities will be either Nation-owned or commercially available (procured by a Nation as Host Nation, or by a NATO Agency). HQ SACT has not made a commitment to procure any of the systems, products, services, or technology 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. All information shared with ACT might be shared with contracted third parties in order to support the capability development process as needed. 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.
- 1.3. This in an RFI ONLY. This RFI DOES NOT constitute a current Request for Proposal(RFP) nor a commitment to issue a future RFP.** HQ SACT is not seeking proposals at this time; therefore, HQ SACT will not accept unsolicited proposals in respect to this RFI.

2. GENERAL BACKGROUND

2.1. HQ SACT Framework for Collaborative Interaction (FFCI)

- 2.1.1.** HQ SACT has implemented an FFCI to increase opportunities for Nations, Industry and Academia to contribute to HQ SACT's capability development efforts through collaborative work. Such collaboration enables HQ SACT, and NATO as a whole, to benefit from Nations/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 Nations/Industry/Academia with an improved understanding of NATO's Capability Requirements (CRs) and the associated issues and development challenges that need to be addressed by HQ SACT. Potential collaborative projects are on specific topics that are of mutual interest to all parties but shall be restricted to collaborations in non-procurement areas. Several mechanisms have been developed to support the initiation of collaborative projects between Nations/Industry/Academia and HQ SACT ranging from informal information exchanges, workshops, studies or more extensive collaboration on research and experimentation.
- 2.1.2.** 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

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“Non-disclosure Agreements” (NDA) for projects involving exchange of specific information to more extensive “Declaration of Mutual Collaboration” (DOMC) to address intellectual property and other issues.

- 2.1.3.** More extensive information on the HQ SACT FFCI initiative can be found on the ACT website being developed to support FFCI projects at <http://www.act.nato.int/ffci>. Note that respondents of this RFI are not required to initiate an FFCI agreement in order to respond to this RFI.

2.2. The Common Funded Capability Delivery Governance Model (CFCDGM)

- 2.2.1.** The common funded capability delivery governance model aims to speed the delivery of capabilities required by NATO commanders and the NATO Enterprise. It consists of six life cycle stage, four NATO Governance level decision points, or Gates.
- 2.2.2.** During stage 3a (Capability Programme Planning), a Capability Programme Plan (CPP) is created, which includes details about programme scope, schedules, risks, through-life costs, and defines and analyses alternatives to determine acquisition strategies. The CPP is a comprehensive programme design, decomposed into outlined projects, addressing all DOTMLPFI aspects of the required capability change. An Analysis of Alternatives (AoA) occurs during this stage, and involves an analytical comparison of the operational effectiveness, schedule, lifecycle cost, and risks of alternatives that are under consideration to satisfy operational requirements as described in the Operational Requirement Statement (ORS) and CRs articulated in the Capability Requirements Brief (CRB). Alternatives identified can involve combinations of materiel and non-materiel solutions from multiple Nations, Industry and/or Academic sources. **The intent of this RFI is to collect the information required to conduct these stage 3a activities and inform the development of the CPP.**
- 2.2.3.** **This is not a formal request for submissions as part of a procurement; but rather a general request intended to determine whether any possible solutions exist that should be included in one or many alternatives during the development of the CPP.**

3. PROJECT DESCRIPTION

3.1. Vision

- 3.1.1.** The purpose of this project is to generate a new joint targeting functional system, as part of the wider Joint Effects capability programme, which also includes a Joint Fires coordination system in the aim to conduct a full targeting campaign for a small Joint Operation, and conduct a Major Joint Operation as part of a federated enterprise alongside participating Allies.
- 3.1.2.** Nicknamed ARTEMIS, the **A**dvanced, **R**apid, **T**argeting and **E**ffects **M**ission Information **S**ystem is the Next Generation Joint Targeting System (NJTS). NJTS will enable NATO to enhance, expand and improve federated Target Material Production in order to respond to crisis using full spectrum of targeting capabilities. It will enable NATO commanders to conduct operations and achieve effects, decisive conditions and objectives, at strategic, operational and tactical levels.

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3.2. Objectives

3.2.1. To support the transformational change of how NATO's Joint Effects community will be conducting Joint effects in the future, a CPP needs a robust AoA across the Adopt, Buy, Create, and Hybrid capability development options. This RFI is intended to give Industry, and Academia an opportunity to provide information that would allow NATO to determine potential benefits they might receive from a product or service, with a focus on available technologies.

3.2.2. The Joint Targeting Project Ambitions include:

- a. Ability to share targeting information within Strategic, Operational and with Tactical Commands.
- b. Ability to develop, synchronize, validate, prioritise and monitor targeting information during all phases of the targeting cycle supporting simultaneous operations/exercise.
- c. Shall encompass all targeting functions and processes (development, nomination, validation, prioritization, etc.) to enable NATO commanders at Operational and Strategic Level to conduct all phases of the Joint Targeting Cycle, during vigilance and crisis (static environment) and in operations (deployed environment).
- d. Ability to develop, manage and oversee distributed and federated target material production and processes.
- e. Support development and management of all types of targets (facilities, individuals, virtual, equipment and organizations).
- f. Enable both deliberate and dynamic targeting functionalities, including near-real-time coordination of activities and real-time exchange of information for targeting stakeholders.
- g. Enable auditing, retention & archiving of targeting data to be able to restore information for any given point in time.
- h. Enable interoperability, exchange, sharing and synchronization of data and information with key NATO core and functional systems (e.g. intelligence, operational planning, C2, Joint Fires and situational awareness), across network domains, as well as with national targeting systems, in accordance with extant standards and frameworks (including FMN).
- i. Enable targeting in all operational domains (land, maritime, air, cyber and space), and across all targeting dimensions (physical, virtual and cognitive).
- j. Enable continuity of targeting operations by transferring operational data and information from current Joint Targeting Systems and providing required system service support.

3.2.3. Expected benefits to respondents: Industry and Academia participants will have the chance to discuss and expose NATO targeteers to state of the art technologies and products.

3.2.4. Expected Benefits to NATO: Exposure to, and understanding of, state of the art technological and systemic drivers to conduct future Joint Effects operations within NATO.

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3.2.5. Expected input from industry/academia: Expected input to this RFI is Industry and Academia perspective on relevant current and future technologies and products.

3.2.6. Eligibility to Respond: Only NATO Nations, Industry and Academia that originate or are chartered/incorporated within NATO Nations are eligible to respond to this RFI. Companies from Partner Nations who want to participate should partner with a primary company headquartered within a NATO Nation.

4. REQUESTED INFORMATION

4.1. Response Guidelines:

4.1.1. The response(s) to this RFI **must be submitted by e-mail**. Submissions to include both the Technical and Contracting POCs listed on page 2. **The responses shall not contain any classified information.** HQ SACT reserves the right to seek clarification on submissions.

4.1.2. Please review the survey questions and respond to this RFI **using the enclosed “Response Template” (Microsoft Excel spreadsheet)**. The information collected with this survey will be used in support of the AoA that will be conducted by HQ SACT's Operational Analysis Branch. This RFI is interested in information that informs alternatives development. Alternatives are comprised of materiel and non-materiel solutions, and combinations thereof, across the DOTMLPFI spectrum that contribute to the Capability Requirements (CRs). These include but are not limited to:

- a. Systems, products, services, applications (and their functionality), interfaces, data, and dependencies on hardware, facilities, and infrastructure
- b. Processes, personnel, and organizational nodes required to operate the capability
- c. Technologies and technical standards (open, proprietary)

4.1.3. ACT seeks non-binding rough order magnitude (ROM) price estimates for the sole purpose of estimating programmatic costs and planning funding for future programme proposals/bids. 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.

4.1.4. Response Due Date: Responses to this RFI must be received by 5:00 p.m. EST on **17 JANUARY 2023**.

4.1.5. Clarifications and Questions: All Inquiries, contractual or technical nature about this RFI, shall be submitted by e-mail solely to the aforementioned POCs by 0900 hours EST on (insert date). Accordingly, questions in an e-mail shall not contain proprietary and/or classified information. Answers will be posted as soon as possible on the HQ SACT P&C website at: <https://act.nato.int/contracting>.

5. ADDITIONAL INFORMATION

5.1. Non-disclosure Principles and/or Non-disclosure Agreement (NDA) with Third Party Company.

5.1.1. Please be informed that HQ SACT may contract a company to conduct the

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Analysis of Alternatives investigation in support of this project. HQ SACT will follow nondisclosure principles and possibly conclude an NDA with that company 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:

- a.** 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 interview.
- b.** 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.

- 5.1.2.** 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.
- 5.1.3.** Organizational Conflicts of Interest. Companies responding to this RFI and companies conducting Analysis of Alternatives 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,

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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.

5.2. Handling of Proprietary information

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

5.3. Summary: This is an RFI only. The purpose of this RFI is to Nations, Industry and Academia, through collaboration, in an examination of future capabilities related to Next Generation Joint Targeting System (NJTS) with a focus on related systems, products, services, technology, methodologies, and engineering practices. HQ SACT has not made a commitment to procure any capabilities 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 an RFI, and not an RFP of any kind. Thank you in advance for your time and submission to this RFI.