

HQ Supreme Allied Commander Transformation

RFI-ACT-SACT-23-36

**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

Chemical, Biological, Radiological and Nuclear Functional Service

Amendment #1

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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HQ Supreme Allied Commander Transformation RFI 23-36 General Information	
Project Title	1 st Request for Nations, Industry and Academia input to provide a Chemical, Biological, Radiological and Nuclear (CBRN) Functional Service (FS) capability
Due date for questions concerning requested information	By 23:59 hours, 14 April 2023, EDT, Norfolk, Virginia, USA
Due date for submission of requested information	By 23:59 hours, 05 May 2023 , 28 April 2023 , EDT, Norfolk, Virginia, USA
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 E-mail: tonya.bonilla@act.nato.int Tel: +1 757 747 3575</p> <p>Ms Catherine Giglio E-mail: catherine.giglio@act.nato.int Tel:+1 757 747 3856</p>
Technical Points of Contact	<p>Cdr Iain Baxter Programme Director</p> <p>Email: iain.baxter@shape.nato.int Tel: +32 65 44 52 41</p>

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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 Chemical, Biological, Radiological and Nuclear (CBRN) Functional Services (FS), in order to support NATO Governance decision-making on Common Funded Capability Development.
- 1.2.** This is the first RFI for the CBRN FS. Its purpose to involve Nations, Industry and Academia, through collaboration, in an examination of current and future capabilities related to CBRN FS. The future capabilities will be either nationally owned or commercially available (procured by a Nation as Host Nation (HN) 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 Request for Proposal (RFP), if issued in the future.

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 National, Industrial and Academic models, advice, capabilities and experience in the course of this work. 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>. In addition to the benefits HQ SACT gains from such projects, this collaborative effort will provide Nations, Industry and Academia with an improved understanding of NATO's Capability Requirements (CR) 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.

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3. PROGRAMME DESCRIPTION

3.1. Aim

- 3.1.1.** CBRN FS aims to provide services to assist the Command and Control (C2) of operations and deliver Mission and Community of Interest (COI)-specific services for the C2 of CBRN defence capabilities, in order to facilitate CBRN defence support to operations and ensure effective and efficient conduct of CBRN defence missions and tasks. CBRN FS will support CBRN defence planning; CBRN advice; warning and reporting procedures; hazard prediction; information management; and implementation of defensive measures. It will provide a capability to develop, display, disseminate and maintain the CBRN defence contribution to the common operating picture to ensure NATO Commands are able to: perform CBRN calculations and predict hazard and hazard propagation based on meteorological and terrain data; store and manipulate CBRN data; and send assessment and warning reports. It will provide interoperability with Core Services and Enabling Services.

3.2. Effects and Benefits

- 3.2.1.** CBRN FS will provide the Alliance with new and improved capabilities to help prevent CBRN incidents; protect NATO forces from the effects of CBRN incidents; and take recovery actions so that NATO forces are able to maintain their freedom of manoeuvre in a CBRN environment. CBRN FS will enable a more proactive role for NATO in preventing, protecting and recovering from CBRN incidents to align with twenty-first century threats. CBRN FS is expected to include technical solutions in order to develop, display, disseminate and maintain the CBRN defence contribution to the Joint Operational Picture thus enabling NATO consultation, command and control arrangements at the political, strategic, operational and tactical levels
- 3.2.2.** More detail on the expected CBRN FS effects and benefits is at Annex A.

4. REQUESTED INFORMATION

- 4.1.** 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 CBRN FS operational performance parameters included in the Excel spreadsheet at Annex C. The information sought includes but is not limited to:
- 4.1.1.** Systems, products, services, applications (and their functionality), interfaces, data, and dependencies on hardware, facilities, and infrastructure.
- 4.1.2.** Processes, personnel, and organizational nodes required to operate the capability.
- 4.1.3.** Technologies and technical standards (open, proprietary)

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- 4.2.** This RFI will herein refer to one or many potential combinations of these as "your capabilities". This information will inform alternatives and will be described using the NATO Architecture Framework (NAF) v4.
- 4.3.** This RFI is also interested in information that informs alternatives analysis from various perspectives. HQ SACT is interested in how Industry and National capabilities relate to the performance parameters included Annex C. Parameters have not been prioritized and the number of parameters related by a common theme does not indicate priority (i.e. a single capability requirement, once they have been developed, may be categorized as critical in the future). HQ SACT is also interested in how Industry and National capabilities realise the broad desired effects and expected benefits highlighted in Section 3.2.1. HQ SACT will derive measures from desired effects and expected benefits during stage 3a.
- 4.4.** Lastly, this RFI is interested in information that informs capability programme planning. This includes the availability, readiness, and feasibility of Industry and National capabilities. CBRN FS will decompose the programme into outlined projects, addressing all DOTMLPFI aspects, and provide a high-level programmatic schedule.
- 4.5.** CBRN FS CR are yet to be developed. Nations, Industry and Academia should base their responses on the required performance parameters for the capability, outlined in Annex C, indicating if their capability or tool can fulfil the parameters
- 4.6. Questions for Nations and Industry/Academia**
- 4.6.1.** Please use the spreadsheet at Annex C to answer the questions below. Answers should be included in the Capability Overview tab.
- 4.6.2. Questions for Nations**
- What capabilities do your Nation currently employ that you feel would fulfil all or part of the CBRN FS? Please provide any **technical information such as those listed in Section 4.1.**
 - If you do employ a capability that would fulfil all or part of the CBRN FS, would you be able to provide your capabilities as a turnkey solution for NATO, delivered, managed and maintained by yourselves?
 - Please describe the types of users, personnel, and organisational framework required to operate the capability. Please also describe any required skills and training.
 - Please describe the operational context of how your capability is used (e.g. employment scenarios, workflows, use cases, vignettes, or procedures).
 - Please describe your capabilities' major relationships, dependencies, and interfaces with other relevant systems and data.

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- Would your Nation be able and willing to take the responsibility of a Technical HN on behalf of NATO?

4.6.3. For Industry/Academia only.

- What tools or applications do your company/institution currently provide that you feel would fulfil all or part of the CBRN FS? Please provide any **technical information such as those listed in Section 4.1.**
- If your company/institution does not currently offer a tool or application that you feel would fulfil all or part of the identified performance parameters detailed in Annex C, could your company/institution develop a tool or application that would fulfil one or several of the parameters?

4.6.4. For Nations and Industry/Academia.

4.6.4.1. Information to assist alternatives analysis (capability requirements).

- Please describe how your capabilities, tools or applications relate to the performance parameters. Please use the enclosed spreadsheet to describe the level of support your capabilities could provide (e.g., Full, Partial or None).

4.6.4.2. Information to assist alternatives analysis (scenarios).

- The scenarios in which CBRN FS will be used have been included in Annex A. Please describe how your capabilities, tools or applications support these scenarios. If possible, please also describe how your capabilities positively affect these processes, considering the previously stated desired effects and expected benefits.

4.6.4.3. Programming.

- Please describe any legal and commercial considerations (e.g. Intellectual Property Rights (IPR) availability, licensing restrictions, export controls or National regulations) that would prevent NATO using your capabilities, tools or applications.
- Please provide information on when your proposed capabilities, tools or applications could be available to NATO. What would you estimate the timeframe (in terms of months or years) for implementation and sustainment of your capabilities, tools or applications for NATO (assuming full implementation)? Please take into account technology refresh cycles for the expected lifespan of this capability. Range estimates are

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acceptable. If possible, please describe the decomposition and phased development and delivery of your proposed capabilities, tools or applications.

- Please describe information regarding the maturity and technical readiness level of your capabilities, tools or applications.
- Please describe the integration of your capabilities, tools or applications with the NATO enterprise. If possible, please describe how long the integration would take.

4.6.4.4. Cost.

- If possible, please provide a Rough Order of Magnitude (ROM) for the cost associated with the implementation and sustainment, to include licensing costs, of your capabilities, tools or applications (assuming full implementation). Please take into account technology refresh cycles for the expected lifespan of the capabilities, tools or applications capability. Range estimates are acceptable.
- Please describe how much the capability, tools or applications would cost per annum.
- Please describe what training would be included in the provided costs. Would training occur annually or one-time?
- Please provide information to inform operational and maintenance cost estimates.
- Please describe hardware and materiel cost requirements for your capabilities, tools or applications.

4.6.4.5. Amplifying information

- Please provide any additional or amplifying information you feel is relevant or will contribute to our analysis.

4.7. 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 collaborate with a primary company headquartered within a NATO Nation.

4.8. Responses to the RFI. The response(s) to this RFI may be submitted by e-mail. Submission to include both the Technical and Contracting Points of Contact listed above. The responses shall not contain any classified information. HQSACT reserves the right to seek clarification on submission. The information shall be presented in **Microsoft Word for Office compatible format**, and shall not

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contain classified information. The information shall address, at a minimum, the following:

- 4.8.1.** Type of proposal (idea/concept/product/capability);
- 4.8.2.** Purpose
- 4.8.3.** Brief description, which should include the following phases:
 - 4.8.3.1.** Design: How should the CBRN FS tool be designed to produce the information needed to achieve the aims? What is the estimated timeframe?
 - 4.8.3.2.** Development: How should other technologies and materials support CBRN FS to achieve the aims? What is the estimated timeframe?
- 4.8.4.** Examples of potential use for the scenarios described in Annex A.
- 4.8.5.** Brief description if a product/idea/concept is mature with applicable tooling available, or if parts of the solution are still under development.
- 4.8.6.** When applicable, brief description of effort/cost requirement to finalize its implementation/adaption/adoption.
- 4.8.7.** Other relevant information, including constraints or limitation to the adoption of the proposal by NATO, e.g. Intellectual Property Rights, Export control regulations/International Traffic in Arms Regulations, etc.
- 4.8.8.** The information may be considered in developing any potential Statement of Work requirements. HQ SACT will consider selected information for developmental contracts and experimentation candidates.

4.9. Response Date. Responses to this RFI must be received by **23:59 hours Eastern Daylight Time (EDT) on 05 May 2023 ~~28 APRIL 2023~~**.

4.10. Note to respondents. In the interest of time and in order to maximise the number of responses to this RFI, the information to be provided should not be extremely complicated, overly detailed, or require significant effort to complete. Additionally, responses are not required in Annex C if the performance parameters are not applicable to your capabilities. A statement that the Annex C entry is not applicable will be sufficient. Finally, in addition to your responses, we encourage you to include any existing materials you may have pertaining to your capabilities (e.g., marketing brochures, pamphlets, flyers, etc.).

4.11. Clarifications and Questions.

- 4.11.1.** Enquiries of a technical nature about this RFI shall be submitted by e-mail solely to the aforementioned points of contact (poc) by 23:59 hours EST on 14 April 2023. Accordingly, questions in an e-mail shall not contain proprietary and/or classified information. Answers will be

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posted as soon as possible on the HQ SACT Purchasing and Contracting (P&C) website at: <https://act.nato.int/contracting>.

- 4.11.2.** HQ SACT reserves the right to seek clarification on any submission.
- 4.11.3. Intent/Objectives.** This RFI is intended to provide Nations, Industry and Academia an opportunity to provide data that would allow NATO to determine potential benefits they might receive from a capability.
- 4.11.4. Expected Benefits to Respondents.** Nations, Industry and Academia participants will have the chance to reveal state-of-the-art systems, products, services, and technology in the area of CBRN FS to NATO.
- 4.11.5. Expected Benefits to NATO.** Exposure to, and understanding of, current, emerging and future capabilities in the area of CBRN FS.
- 4.11.6. Expected Input from Nations, Industry and Academia.** Expected input to this RFI is Nations, Industry and Academia perspective on relevant current, emerging and future capabilities in the area of CBRN FS.
- 4.11.7. Proprietary Information.** Proprietary information, if any, should be minimized and clearly marked as such. NATO 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 unauthorized disclosure. Please be advised that all submissions become HQ SACT property and will not be returned.
- 4.11.8. Non-disclosure Principles and/or Non-disclosure Agreement (NDA) with Third Party Company.** 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:
- 4.11.8.1.** 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

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- Mention the other Party or disclose the relationship including, without limitation, in marketing materials, presentations, press releases or interviews.

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

4.11.9.1. 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);

4.11.9.2. 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;

4.11.9.3. 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; 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.

4.12. 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.

4.13. Organizational Conflicts of Interest.

4.13.1. 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.

4.14. 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

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related to CBRN FS 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.

Annexes:

- A. Chemical, Biological, Radiological and Nuclear Functional Service Supplementary Information.
- B. Glossary
- C. Chemical, Biological, Radiological and Nuclear Functional Service Survey to Nations/Request for Information from Industry and Academia

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ANNEX A

CHEMICAL, BIOLOGICAL, RADIOLOGICAL AND NUCLEAR FUNCTIONAL SERVICES SUPPLEMENTARY INFORMATION

1. EFFECTS AND BENEFITS

1.1. Expected effects. CBRN FS is expected to contribute to the prevention of CBRN incidents; the protection NATO forces from the effects of CBRN incidents; and recovery actions so that NATO forces are able to maintain their freedom of manoeuvre in a CBRN environment. It is anticipated that CBRN FS includes technical solutions in order to develop, display, disseminate and maintain the CBRN defence contribution to the Joint Operational Picture to:

- 1.1.1.** Support decision-making based on timely, accurate and appropriate information in order to determine an appropriate NATO response to a CBRN threat, including Weapons of Mass destruction (WMD) proliferation activities or any and all CBRN incident affecting NATO forces and/or NATO territory.
- 1.1.2.** Assess CBRN defence related intelligence and identify options and develop recommendations to NATO commanders to support or conduct appropriate CBRN counter and defensive measures to break the CBRN incident chain as early as operationally feasible;
- 1.1.3.** Perform CBRN calculations, predict hazard and hazard propagation based on meteorological and terrain data, develop, display, disseminate and maintain the CBRN defence contribution to the NCOP in order to ensure freedom of movement, risk/threat assessment and management, generate reports and warning messages, and display the results;
- 1.1.4.** Store and manipulate CBRN defence-related data, CBRN forces' availability, units at risk, reports, and damage or contamination assessments for both exercises and operations separately;
- 1.1.5.** Provide FS interoperability across all domains, to include BMD C2 and nuclear operations;
- 1.1.6.** Send assessment and warning reports to forces at risk.

1.2. Desired benefits. CBRN FS is expected to provide the following benefits to CBRN prevention, protection and recovery:

- 1.2.1. Prevention** will be supported by the ability to make comprehensive assessments of threats and risks, supported by more efficient collation of information from a wider variety of information sources. Support to comprehensive operations planning will be improved.
- 1.2.2. Protection** will be supported by CBRN Knowledge Management – Warning and Reporting (W&R) that is automated and distributed, including the ability to be exchange information with national CBRN

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FS. An advanced hazard prediction capability will be established. Warnings to forces at risk will be propagated faster and more efficiently. The CBRN defence contribution to the COP will enhance the situational awareness of NATO forces, enabling them to be better prepared to accomplish their respective missions while providing accurate and timely CBRN advice to NATO commanders. Information received from specific nationally provided CBRN defence assets (such as Detection, Identification and Monitoring (DIM) systems) will be better integrated and exploited, resulting in improved physical protection.

- 1.2.3.** Actions to **Recover** from the consequences of a CBRN incident, to sustain operations and to further support the recovery of affected populations, territories and forces will be timely and efficient through hazard management capabilities. The information needs of other command entities (such as medical planning) are expected to be supported.

2. CBRN FS SCENARIOS

- 2.1.** HQ SACT is interested in how Industry and National capabilities realise the desired effects and expected benefits described in Section 3.2 across a range of scenarios. CBRN FS scenarios include recurring collective training and exercises, strategic studies, computer-assisted war games, and experimentation.
- 2.2.** Please describe how your capabilities support the following scenarios. If possible, please also describe how your capabilities positively affect these processes, considering the previously stated desired effects and expected benefits.
- 2.2.1.** Please describe how your capabilities could support the following activities.
- 2.2.1.1.** The creation, generation, transmission, receiving, sharing, fusing and displaying CBRN information.
 - 2.2.1.2.** CBRN Course of Action (COA) development and analysis.
 - 2.2.1.3.** The generation of recommendations to support the Commander's decision-making process.
 - 2.2.1.4.** CBRN reporting
 - 2.2.1.5.** CBRN warning
 - 2.2.1.6.** Integration of meteorological and terrain information.
 - 2.2.1.7.** The collection, compilation, correlation, creation, coordination and dissemination of CBRN products, including CBRN modelling, simulation and hazard prediction.

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ANNEX B

GLOSSARY

Acronyms

Term	Meaning	Source
C2	Command and Control. The authority, responsibilities and activities of military commanders in the direction and coordination of military forces as well as the implementation of orders related to the execution of operations.	NATO Terminology database
CBRN	Chemical, Biological, Radiological and Nuclear	NATO Terminology database
CBRN Defence	The plans, procedures and activities intended to contribute to the prevention of chemical, biological, radiological and nuclear incidents, to protect forces, territories and populations against, and to assist in recovering from, such incidents and their effects.	NATO Terminology database
CBRN environment	An environment where there are chemical, biological, radiological or nuclear threats or hazards.	NATO Terminology database
CBRN Incident	An occurrence due to the suspected or confirmed presence of chemical, biological, radiological or nuclear substances, either arising from the intention to use them by an aggressor, or following their intentional or accidental release.	NATO Terminology database
COI	Community/communities of Interest. A network of people who share the same interests, knowledge and understanding of best practice for any given subject area(s)	www.encyclopedia.com
CR	Capability Requirement(s). A quantitative and/or qualitative description in the areas of doctrine, organization, training, materiel, leadership development, personnel, facilities, and interoperability that defines essential components and desired outcomes of a capability.	NATO Terminology database
DIM	Detection, Identification and Monitoring	NATO Terminology database
DOMC	Declaration of Mutual Collaboration	
EST	Eastern Standard Time	
FFCI	Framework for Collaborative Interaction	

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Term	Meaning	Source
FMN	<p>Federated Mission Network. A capability consisting of three components: (1) Governance (2) FMN Framework and (3) Mission Network.</p> <p>Also see entries for FMN Framework and MN definitions</p>	MCM-0125-2012, Future Mission Network (FMN) Concept, dated 21 Nov 12
FMN Framework	A governed, managed, all-inclusive structure providing processes, plans, templates, enterprise architectures, capability components and tools needed to prepare (including planning), deploy, operate and evolve and terminate MN in support of Alliance and multi-national operations in dynamic federated environments.	MCM-0125-2012, Future Mission Network (FMN) Concept, dated 21 Nov 12
FS	Functional Service. Tools and services used to automate and integrate C2 processes at the strategic, operational and tactical levels of command	Derived from ACT's Submission of the Capability Package 9C0107 "Functional Services for Command and Control of Operations", dated 23 Oct 08
HN	Host Nation. A country that, by agreement: receives forces and materiel of NATO member states or other countries operating on/from or transiting through its territory; allows materiel and/or NATO and other organizations to be located on its territory; and/or provides support for these purposes.	NATO Terminology database
IPR	Intellectual Property Rights	
MN	Mission Network. A governed single instance of a capability, including the Communication and Information Systems (CIS), management, processes, and procedures from within the FMN Framework. A MN is to be seen as a single entity although in reality it is a federation based on trust and willingness to pool CIS capabilities provided by NATO, NATO Nations, and/or Non-NATO Entities participating in operations. A federation is an association of NATO, NATO Nations and Non-NATO Entities participating in operations, each retaining control of their own capabilities and affairs while accepting and complying with the requirements as laid out in the pre-negotiated and agreed arrangements. A	MCM-0125-2012, Future Mission Network (FMN) Concept, dated 21 Nov 12

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Term	Meaning	Source
	federation is command-structure agnostic as it is not hierarchical.	
NAF	NATO Architecture Framework. The NATO Architecture Framework (NAF) provides a standardized way to develop architecture artefacts, by defining: Methodology; Viewpoints, including conventions for the construction, interpretation and use of architecture views for communicating the enterprise architecture to different stakeholders; and the application of commercial meta-models	AC/322-D(2018)0002, NATO Architecture Framework, 10 Jan 18
NDA	Non-disclosure agreement	
P&C	HQ SACT's Purchasing and Contracting Branch, within the Budgeting and Finance Division.	www.act.nato.int/contracting
POC	Point(s) of Contact	
RFI	Request for Information	
RFP	Request for Proposal	
ROM	Rough Order of Magnitude	
SACT	Supreme Allied Commander Transformation	NATO Terminology database
W&R	Warning and Reporting. In chemical, biological, radiological and nuclear defence, the process by which information on chemical, biological, radiological and nuclear incidents is collected, processed and distributed through the command structure in a timely and accurate manner in order to inform of resulting hazards and predicted hazard areas.	NATO Terminology database
WMD	Weapon of Mass Destruction. A weapon that is able to cause widespread devastation and loss of life.	NATO Terminology database