

RFI-ACT-SACT-23-81

Headquarters Supreme Allied Command Transformation
Norfolk, Virginia

REQUEST FOR INFORMATION

RFI-ACT-SACT-23-81



This document contains a Request for Information (RFI) for NATO Nations, their Industry and Academia, to provide elements of NATO's future **Civil-Military Cooperation (CIMIC) Analysis and Assessment capability**.

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 current NATO member Nations and their Industries/academia that originate or are chartered/incorporated within NATO Nations and Industry.

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HQ Supreme Allied Command Transformation
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HQ Supreme Allied Command Transformation RFI 23-81 General Information	
Request For Information No.	23-81
Project Title	Request for NATO Nations, Industry and Academia inputs to the new Civil-Military Cooperation (CIMIC) Analysis and Assessment capability
Due date for questions concerning related information	01 September 2023, 0900 AM EST, Norfolk, USA
Due date for the submission of responses	15 September 15 2023, 0900 AM EST, Norfolk, 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	Ms Magdalena Ornat Email: magdalena.ornat@act.nato.int Tel: +1-757-747-3150 Ms Catherine Giglio Email : catherine.giglio@act.nato.int Tel:+1 757 747 3856
Technical Points of Contact	CAPT. Alexander Meyer , Programme Director Email: alexander.meyer@act.nato.int Tel: +1 757 747 4214 Cdr Lieven Goussaert Project Requirements' Manager Email: Lieven.GOUSSAERT@shape.nato.int Tel: +32 6544-4708 Mr. Bert Winslow , Project Coordinator Email: bert.winslow@act.nato.int Tel: +1 757 747 3074

UNCLASSIFIED

RFI-ACT-SACT-23-81

All request for clarifications, questions and responses to this RFI must be sent via email to all Points of Contact reported above. Individuals email will not be accepted and should not be sent. Contracting and Technical POCs must be included in any correspondence.

1. INTRODUCTION

Headquarters Supreme Allied Command Transformation (HQ SACT) is issuing this Request for Information (RFI) in order to engage with NATO Nations, Industry and Academia. The intention is to discover analysis and assessment applications immediately available, planned for deployment or future plans to develop tools with respect to systems, products, services, technology, and methodologies in the area of Civil-Military Cooperation (CIMIC). This RFI supports NATO Governance decision-making on NATO Common Funded Capability Development. Specifically, this project expects to improve ability to access and understand the Civil Environment as well as effects generated and imposed on one another by the Military and the Civil Environment, coexisting in a given Area of Operations.

The purpose of this RFI is to involve NATO Nations, Industry and Academia, in an examination of current and future capabilities related to CIMIC, by gathering information from NATO members currently conducting CIMIC activities, or plan to conduct CIMIC activities. 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 Request for Proposal (RFP), if issued in the future. All information shared with HQ SACT 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.

This is 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)¹

¹ Further discussions on FFCI can be found at: <https://www.act.nato.int/our-work/network-community/framework-for-collaborative-interaction-ffci/>

RFI-ACT-SACT-23-81

- 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 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 "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 information on HQ SACT FFCI can be found on the ACT website 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 CFCDGM aims to speed the delivery of capabilities required by NATO commanders and the NATO Enterprise. It consists of six life cycle stages and 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 Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities, Interoperability (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**

RFI-ACT-SACT-23-81

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. Potential engagement spaces are dominated by the complexity of the interdependencies between military and non-military factors. Competitors are utilizing non-military factors in their hybrid approaches and are increasingly targeting non-military targets including civilian populations across all operational domains in the **cognitive, virtual and physical effects dimensions**. In light of this, the Alliance seeks to maintain cognitive superiority through a comprehensive understanding of the operating environment, to include its critically important part of **civil factors**. Failing to integrate the understanding of the Civil Environment may endanger cognitive superiority and pose risks for strategic failure.
- 3.1.2. The ability to **understand, analyse and assess the Civil Environment and to identify risks and opportunities and anticipate impacts**, requires an analysis and assessment workflow. This facilitates the direction, collection, processing and dissemination of Civil Environment data. The workflow must **vet the integrity and validity** of multi-source information and **apply the adequate framework** as conditions, circumstances or influences.
- 3.1.3. The sources of Civil Environment data may include National self-evaluation, Publicly Available Information, open source reporting, information from military reporting and individual networks of information-sharing.
- 3.1.4. The purpose of this project is to generate a CIMIC A&A capability, to provide Commanders and decision makers with a comprehensive picture of the Civil Environment, including automated analysis / assessment and AI generated advice, across all Operational Domains and across national borders (geographically and politically), throughout the complete continuum of competition.
- 3.1.5. The new CIMIC A&A capability will better empower NATO to enrich, expand and deepen knowledge and understanding of the Civil Environment, in order to respond to crises with a wide spectrum of military capabilities and functions while minimizing negative effects generated by the coexistence of a military force and the civil environment in a given space and time. It will enable NATO commanders to conduct operations and achieve effects, decisive conditions and objectives, at strategic, operational and tactical levels. The CIMIC A&A capability will improve NATO CIMIC function's ability to expedite collection, storing, analysing, assessing and sharing data and information relevant to Resilience through Civil Preparedness, based on NATO's 7 Base Line

RFI-ACT-SACT-23-81

Requirements (assured continuity of government and critical government services; resilient energy supplies; ability to deal effectively with the uncontrolled movement of people; resilient food and water resources; ability to deal with mass casualties; resilient communications systems; and resilient transportation systems).

- 3.1.6.** The new CIMIC A&A capability will also facilitate the analysis of NATO's cross-cutting topics which sit under the umbrella term "human security". The cross-cutting topics include: Protection of civilians, Children in armed conflict, Trafficking in human beings, Cultural property protection and Protection and conflict related sexual violence.

3.2. Objectives

- 3.2.1.** To support the transformational change of how NATO's CIMIC function will support Commanders and Decision Makers 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 Nations, 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 CIMIC A&A project ambitions include improving/increasing:

- the ability to collect, store, process, analyse, and share information associated to the Civil Environment, which may be relevant to all operational domains (land, maritime, air, cyber and space) and to the physical, virtual and cognitive dimensions;
- the ability to develop visual presentations, analysis, assessment and advice on the Civil Environment across all operational domains;
- the ability to integrate information on the Civil Environment with information relevant to military functions other than CIMIC (e.g. Intel, Fires, Logistics...);
- the ability to assess the resilience (NATO 7 Base Line Requirements) of the Civil Environment;
- the understanding of the interdependencies between, and the need and possibilities for, the integration of military and civil factors in the planning and execution of activities and operations;
- the interoperability, exchange, sharing and synchronization of data and information with key NATO core and functional services (e.g. intelligence, operational planning including TOPFAS, C2, Joint Fires and situational awareness), across network domains, as well as with national systems, in accordance with extant standards and frameworks (including Federated Mission Network).
- the ability to share Civil Environment related data and information within

RFI-ACT-SACT-23-81

Strategic, Operational and Tactical Commands;

- the ability to ingest and integrate data from open and classified sources;
- the ability to filter a multi-level access to unclassified and classified information (role-based access control);
- the ability to perform 24/7 and to maintain refresh-rates and granularity;
- the ability to filter data, information and outputs to focus on specific requirements/factors/information;
- the ability to perform screening and monitoring through time, allowing vigilance and horizon scanning, thus enabling situational awareness and the understanding of trends and developments;
- the ability to restore information for any given point in time.

3.2.3. Expected benefits to respondents: participant Nations and Industry will have the chance to discuss and expose NATO CIMIC subject matter experts 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 military Operations and CIMIC activities within NATO.

4. REQUESTED INFORMATION

4.1. Response Guidelines:

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

4.1.2. 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.**

4.1.3. Please review the survey questions and respond to this RFI using the enclosed Response Template (Microsoft Excel file). The annexed Microsoft Excel file contains: "READ-ME" (Tab 1), to provide additional context and understanding of the objectives of the CIMIC A&A Capability; "Overview Survey to Nations" (Tab 2), "Overview Survey to Industry & Academia" (Tab 3), and "Assessment for Industry & Academia" (Tab 4) for NATO Nations' Industry/Academia. 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 development of alternatives. Alternatives are comprised of materiel and non-materiel solutions, and combinations thereof, across the spectrum of DOTMLFPFI. These includes but are not limited to:

RFI-ACT-SACT-23-81

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

4.1.4. HQ SACT 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.

4.1.5. Response Due Date: Responses to this RFI must be received by **0900 EST on 15 SEPTEMBER 2023**.

4.2. Clarifications and Questions:

All inquiries, contractual or technical nature about this RFI, shall be submitted by e-mail solely to the aforementioned POCs. Accordingly, questions in an e-mail shall not contain proprietary and/or classified information. Answers may be provided by email and/or posted as soon as possible on the HQ SACT P&C website at: <https://act.nato.int/contracting>. All questions should be submitted by **1 September 2023** to allow for appropriate response time prior to the **15 September 2023 response due date**.

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 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:

5.1.2. 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;

RFI-ACT-SACT-23-81

- 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.

5.1.3. Organizational Conflicts of Interest. As contracting involves the expenditure of funds allocated by the member nations, we must always strive to maintain trust in and preserve the integrity of this Headquarters' procurement procedures. It is essential that our procedures facilitate transparent and robust competition from Industry.

5.1.4. Contractor and subcontractor personnel performing work under an HQ SACT contract may receive, have access to, or participate in the development of sensitive information relating to source selection methodology, cost or pricing information, budget information, and future specifications, requirements or Statements of Work or perform evaluation services that may create a current or subsequent Organizational Conflict of Interests (OCI). Similarly, companies responding to an HQ SACT RFI may create a subsequent OCI determination when pursuing future NATO contracts generated from that RFI.

5.1.5. Each individual contracting situation will of course be examined on the basis of its particular facts and the nature of any proposed contract. . The exercise of common sense, good judgment, and sound discretion is required in both the decision on whether a significant potential conflict exists and, if it does, the development of an appropriate means for resolving it.

5.1.6. In anticipation of a future OCI determination, any company either awarded an HQ SACT contract or responding to an HQ SACT RFI while also anticipating bidding on future NATO contracts relating to this work, should consider having a mitigation plan in place to address or mitigate any OCI concerns now or in the future.

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.

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

5.2.3. 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);

RFI-ACT-SACT-23-81

- 5.2.4. 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
- 5.2.5. 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.
- 5.2.6. 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.

5.3. Summary:

This is an RFI only. The purpose of this RFI is to involve Nations and Industry, through collaboration, in an examination of future capabilities related to the new CIMIC A&A capability, 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.**

ANNEXES:

Response templates to RFI on CIMIC A&A Capability (Excel spreadsheets attached)