Headquarters Supreme Allied Commander Transformation Norfolk, Virginia

REQUEST FOR INFORMATION

RFI-ACT-SACT-110 Type text here

Republication

Amendment #1

This document contains a Request for Information (RFI) call to Nations, Industry and Academia for their input to NATO's requirement for testing the implementation and performance of NATO's Fuel Supply Chain Capability.

Nations, Industry and Academia wishing to respond to this RFI should read this document carefully and follow the guidance for responding.

General Information	
Request For Information No.	23-110
Project Title	Request for Nations Industry and Academia input to provide elements of NATO's Fuel Supply Chain Capability
Due date for questions concerning related information	**5:00 pm EST, Norfolk, ~~USA 09 October 2023~~** 04 December 2023
Due date for submission of requested information	~~**5:00 pm EST, Norfolk, USA 10 November 2023 23 October 2023**~~ 09:00 AM EST 18 December 2023
Contracting Office Address	NATO, HQ Supreme Allied Commander Transformation (SACT) Purchasing & Contracting Suite 100 7857 Blandy Rd, Norfolk, VA, 23511-2490
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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 Commander Transformation (HQ SACT) is issuing this Request for Information (RFI) in order to engage with Nations Industry and Academia (referred to throughout as 'organizations'). The intention is to collect information across the following four components of the Fuel Supply Chain (FSC):

- Acquisition,
- Transportation,
- Distribution, and
- Storage

to develop documentation and analysis on NATO's FSC Capability Programme Plan (CPP)in order to support NATO Governance decision-making on Common Funded Capability Delivery.

The future capabilities will be either Nation-owned, commercially available off-the shelf or created to meet requirements (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 (e.g., facilities) 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.

This RFI does not constitute a commitment to issue a future Request fFor Proposal (RFP). The purpose of this request is to involve industry through collaboration, in an examination of future capabilities related to the implementation of NATO's FSC.

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's Common Funded Capability Delivery.

2. BACKGROUND

2.1. The Common Funded Capability Delivery Governance Model

The Common Funded Capability Delivery Governance Model (CFCDGM) aims at speeding the delivery of capabilities required by NATO Commanders and the NATO Enterprise. It consists of six life cycle stages, four NATO Governance level decision points, or Gates, and two optional decision Gates. At the first decision Gate, the Military Committee (MC) approves the Operational Requirements (ORs), which are included in the Operational Requirement Statement (ORS) and determines whether or not the submission of a Capability Requirements Brief (CRB) is required at the first optional decision Gate. Factors that may lead the MC to require governance approval of this product include anticipated capability type, the expected level of complexity and/or likely existence of more than one viable alternative for filling the ORs.

During Stage 2 (Capability Requirements Development), a CRB is developed to identify the specific Capability Requirements (CRs), to ascertain potential Courses of Action (COAs), and to examine and confirm the COAs that are best suited to deliver the capability within scope, cost, and schedule. With respect to COAs, the CRB is intended to determine their viability to address the approved ORs, including consideration of the possibility of "Adopt" (an existing solution already in-service by Organizations, "Buy" (acquiring a solution from industry), or "Create" (developing a solution bespoke to NATO). In the case of Buy or Create, solutions could either be delivered through a NATO agency or a Nation being the Host Nation.

During Stage 3a (Capability Programme Planning), a CPP is created, which includes details about programme scope, schedules, risks, through-life costs, and conducts an Analysis Of Alternatives (AOA) to determine acquisition strategies. The CPP is a comprehensive programme design, decomposed into outlined projects, addressing all DOTMLPFI[1] aspects of the required capability change. An AOA occurs during this stage, and involves an analytical comparison of the operational effectiveness, risk & lifecycle cost of alternatives that are under consideration to satisfy operational requirements as described in the ORS and CRs articulated in the CRB. Alternatives identified can involve combinations of materiel and non-materiel solutions from multiple Nations, Industry and/or Academic sources.

2.2. NATO's FSC Capability Status in the Common Funded Capability Delivery Governance Model

In January 2023, Allied Command Operations submitted the ORS for NATO's FSC. In July 2023, the MC approved the ORS, endorsed the appointment of Mr. Nikolaos Karatzounis as the Capability Monitor and tasked ACT to proceed directly to Gate 2 (CPP). ACT, with ACO in support, is developing the CRB and CPP simultaneously to minimize delays.

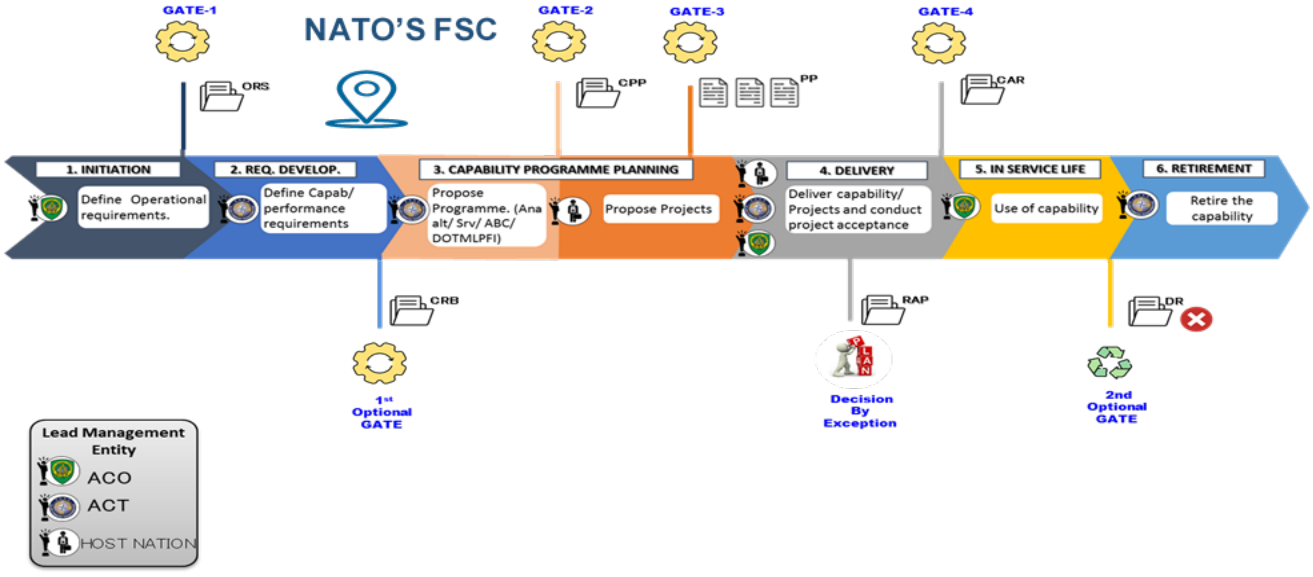

Figure-1 NATO's FSC in the CFCDGM

[1] Doctrine, Organization, Training, Material, Leadership, Personnel, Facilities, Interoperability

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.

3. NATO'S FUEL SUPPLY CHAIN CAPABILITY PROGRAMME DESCRIPTION

NATO's FSC capability programme is described briefly for providing respondents with a clear understanding of what the program is about, its objectives, key components, and key approaches.

3.1. Vision

NATO's FSC capability is envisioned to follow a System of Systems (SoS) approach in enabling a continuous, sufficient, and efficient fuel supply to support Allied military power across the entire Supreme Allied Commander Europe's (SACEUR's) Area of Responsibility (AOR).

NATO's FSC will consist of a SACEUR's AOR-wide, integrated, and resilient network encompassing an optimal mix of civilian and military, national and multinational capabilities. It will include infrastructures, commercial and legal arrangements, processes, and procedures.

3.2. Mission

NATO's FSC will integrate all existing, emerging, and future fuel related projects, capabilities and arrangements into an integrated system covering all four functional components of a supply chain (acquisition, transportation, storage, and distribution). NATO's FSC will significantly enhance the overall Alliance's ability to provide an adequate, responsive, lean, and frictionless supply of fuel to Allied deployed forces across the entire SACEUR's AOR.

3.3. System of Systems Approach

In the context of NATO's FSC, the SoS approach is envisioned as a set of constituent systems that retain independent ownership, management, and resources, but converge to provide collective solutions within a designated governance framework. The manager of the system coordinates, de-conflicts and harmonizes the processes related to the constituent systems toward a single purpose.

3.4. Functional Components of NATO's FSC

The functional components capture processes and capabilities required to deliver the desired effects. Through SoS approach, these components are considered as individual systems and arranged to pursue NATO's objectives. NATO's FSC as a multi-modal system is customarily subdivided into four functional components:

- Acquisition system: NATO and Nations need to be able to access sufficient quantities of fuels, of the required quality, in the right places and at the right time and at an acceptable price. The acquisition system is expected to facilitate and expedite fuel supply to Allied military power across the entire SACEUR's AOR through layered approach, pre-planned, complementary, and redundant

contractual solutions.

- Transportation system: NATO's FSC needs to be able to maintain a sustainable level of stocks in theatre considering consumption rates at regional level according to the size of the force envisioned to operate therein. Transportation should be designed as a multi-modal and redundant system that hinges on the readiness and accessibility of the necessary resources (trucks, railcars, tankers, barges, truck/railcar drivers, etc.) and infrastructure (roads, railroads, pipelines, inland waterways, loading stations, and ports), whose property, maintenance and management include a mix of national and multinational, public and private stakeholders and processes.
- Storage system: NATO's FSC needs to be able to ensure reliable storage of fuel across the entire of SACEUR's AOR. Storage should be designed as a system including fixed and deployable fuel facilities and fuel handling equipment to ensure the resilience and redundancy of the overall system through layered approach. The system capacity should ensure the sufficient quantities of fuel at regional level for each line of support according to the size of the force envisioned to operate in the region.
- Distribution system: NATO's FSC needs to be able to ensure reliable distribution of fuel across the entire of SACEUR's AOR. The resources used to distribute fuel to the first line of support are generally military resources in nature (e.g., military owned trucks, modular equipment, petroleum units, military drivers, etc.).

3.5. Key tools

Each functional components (acquisition, transportation, storage, and distribution) of NATO's FSC multi-modal system is going to be delivered through a mix of capabilities and arrangements conventionally identified as the four pillars:

- High Readiness and Responsiveness Military Solutions: NATO's FSC will achieve its objectives through the availability of an adequate number of military fuel capability solutions at the appropriate readiness level to support alliance operations and missions. NATO's FSC is to seek and explore synergies at the regional and NATO layers to enhance national military fuel capabilities.
- Host Nation Support (HNS): Host Nation Support is critical to ensure fuel supply to Allied military power, especially in the early days of an operation. NATO's FSC capability investment is to complement Host Nations' own capacity building and encourage a regional approach to collective defense. NATO's FSC is to lead to more effective internal and external coordination among HNs, Sending Nations, and NATO.
- Contracting: Contracting pillar ensures the commercial contracts for the procurement and distribution of fuel through layered approach complementing each layer in responding to the needs of Allied military power.
- NATO Pipeline System (NPS) and Associated Fuel Facilities: The existing NATO Pipeline System consists of seven national and two multinational pipeline

systems[2]. NATO also has a number of associated fuel facilities which include airfield off-base depots, forward storage sites/army depots and naval base petroleum depots which contribute towards the storage, transportation, and distribution of fuels to Allied military power.

3.6. Fuel Types of Interest

NATO's FSC is designed for the provision of the main fuel types used to power national platforms, notably F-34, F-35, F-44, F-54, F-75, and F-76, with other fuel types included on a case-by-case basis (e.g., F-67, F-18).

3.7. Lines of Support

In the context of logistics, lines of support indicate where support assets are grouped within the military command structure. For instance, units conducting operational-level logistic tasks hold first line stocks for their own sustainment and possibly for their parent formation. There are four lines of support:

- First line: Support capabilities that are organic or allocated to a ship, unit, or squadron.
- Second line: Support capabilities that are organic or allocated to a formation.
- Third line: Support capabilities provided to a military force at the operational level or at installations established along the strategic LOC.
- Fourth line: Support capabilities provided by strategic-level resources such as national depots and contractors and industry.

3.8. DOTMLPFI Approach

DOTMLPFI is the framework used in NATO's FSC capability to assess and address various aspects within NATO environment. DOTMLPFI spectrum encompasses eight Lines of Development (LODs), namely Doctrine (D), Organization (O), Training (T), Materiel (M), Personnel (P), Facilities (F) and Interoperability (I). Each line of development represents a critical area that can impact the success and effectiveness of NATO's FSC activities, and it helps ensure that all aspects are properly considered and integrated. The following is the brief description of LODs in the context of DOTMLPFI framework:

- Doctrine refers to the set of fundamental policies, principles, doctrines, directives, guidelines, processes, and concepts that guide the way organizations conduct their operations and missions. It serves as the foundation for decision-making, planning, and execution of military activities.
- Organization refers to the organizational structure. This element addresses the assessments/concerns for potential manpower or organizational implications to achieve capability objectives.
- Training refers to the systematic process of preparing NATO to meet its objectives by acquiring knowledge, skills, and competencies required to perform their roles

[2] National: the Greek Pipeline System (GRPS); the Icelandic Pipeline System (ICPS); the Northern Italy Pipeline System (NIPS); the Norwegian Pipeline System (NOPS); the Portuguese Pipeline System (POPS); the Turkish Pipeline System (TUPS), which comprises two separate pipeline systems known as the Western Turkey Pipeline System and the Eastern Turkey Pipeline System. Multinational: the North European Pipeline System (NEPS) located in both Denmark and Germany, and the Central Europe Pipeline System (CEPS) in France, Belgium, the Netherlands, Germany, and Luxembourg.

effectively and efficiently. Training encompasses four areas: education, individual training, collective training, and exercises.

- Material refers to the necessary physical resources, equipment, and systems that are needed by NATO to operate effectively.
- Leadership refers to a process of social influence, which maximizes the efforts of others, towards, the achievement of a goal.
- Personnel refers to the availability of qualified people for peacetime, crises, and conflicts.
- Facilities refers to military property, installations and industrial facilities that support Allied military power across the entire SACEUR's AOR.
- Interoperability refers to the ability for the capability to act together coherently, effectively, and efficiently to achieve objectives.

3.9. Layered Approach

The envisioned layered approach in the context of NATO's FSC includes three layers:

- National layer encompasses both public and private sectors. Nations' direct contribution to NATO's FSC require a coordinated whole-of-government efforts across governmental entities (e.g., those responsible for managing and coordinating the fields of energy, transportation, cross-border movement, storage facilities, etc.) preferably under an integrated leadership. The Ministry of Defense should be in the position to promptly transmit and receive information via respective representatives across NATO and their forces.
- Regional layer is composed of international organizations and multinational initiatives with differing types of association with NATO, that bring together national stakeholders on a regional level. A regional approach, based on Joint Force Commands (JFCs) areas of responsibilities, in a 360-degree security environment is engrained in NATO's FSC.
- NATO layer includes NATO HQ, the NATO Command Structure, the NATO Force Structure, all NATO agencies, and NATO-related bodies and entities.

3.10. Collective Logistics

NATO's approach to collective logistics seeks effectiveness from onset of planning processes through national, multinational or collective logistics solutions and requires visibility, coordination and cooperation.

3.11. Objectives of NATO's FSC

NATO's FSC aims to:

- Integrate all existing, emerging and future fuel related projects, capabilities and arrangements.
- Implement diversification of fuel sources.
- Increase resilience through redundancy, responsiveness and readiness.

3.12. Objectives of RFI

This RFI to support NATO's FSC aims to:

- Understand the availability and capability of National FSC related capabilities within NATO's FSC four components.

- Identify interest groups, FSC best practices, issues, and concerns.
- Update FSC related facilities provided for NATO operations.
- Collect information to map NATO's future FSC.
- Collect information to refine the anticipated Initial Operational Capability (IOC), Enhanced Operational Capability (EOC), and Full Operational Capability (FOC) dates of NATO's FSC capability programme.
- Understand of Rough Order of Magnitude (ROM) costs for potential investment and Operations & Maintenance.

3.13. Operational Requirements

The ORS for NATO's FSC identified six ORs for the implementation of the capability:

- **OR-1** NATO's FSC shall ensure availability of sufficient quantities of fuels, of the required quality, in the right places and at the right time to assure the Alliance's ability to project and sustain the Allied Forces across SACEUR's AOR.
- **OR-2** NATO's FSC Capability shall fulfil military requirements and provide the rigor to mitigate any potential shortfalls across the full range of the alliance operations and mission.
- **OR-3** NATO's FSC Capability shall ensure reliable acquisition of fuel across the entire of SACEUR's AOR.
- **OR-4** NATO's FSC Capability shall ensure reliable transportation of fuel across the entire of SACEUR's AOR.
- **OR-5** NATO's FSC Capability shall ensure reliable storage of fuel across the entire of SACEUR's AOR.
- **OR-6** NATO's FSC Capability shall ensure reliable distribution of fuel across the entire of SACEUR's AOR.

3.14. Capability Requirements

From workshops and engagement with stakeholders, a number of CRs have been drafted for NATO's FSC. These are included in the table below, and mapped to the Lines of Development, namely DOTMLPFI. These can be used to identify areas in which Organizations can support in the delivery of NATO's FSC capability.
The Capability Requirement ID for RFI displays the hierarchical structure starting with the parent capability requirement statement, which is the broader requirement at the top (e.g., RFI 1). Capability requirement statements drill down to more detailed specific requirements as you go down the hierarchy (e.g., RFI1.1., RFI 1.2.3.1).
In the capability requirements statements context, the word "all domains" refers to the land, navy, and air domains of multi-domain operations.

Capability Requirement ID for RFI	*Capability Requirement Statement*	*D*	*O*	*T*	*M*	*L*	*P*	*F*	*I*	*Can your products / services support this Capability Requirement? If the CR statement addresses "understanding" activity, please provide your answer briefly from your organization perspective.*
RFI 1	NATO's FSC shall be able to supply fuel.				x					
RFI 1.1	NATO's FSC shall be able to acquire fuel.				x					
RFI 1.2	NATO's FSC shall be able to transport fuel.				x					
RFI 1.2.1	NATO's FSC shall ensure transportation of required fuels to SACEUR's AOR.				x					
RFI 1.2.2	NATO's FSC shall ensure availability of fuel transportation vehicles in all domains.				x					
RFI 1.2.3	NATO's FSC shall ensure availability of fuel transportation facilities in all domains.							x		
RFI 1.2.3.1	NATO's FSC shall utilize automation in fuel transportation facilities to increase efficiency and reduce demand for SME operators.				x			x		
RFI 1.3	NATO's FSC shall be able to store fuel.				x					
RFI 1.3.1	NATO's FSC shall ensure storage of required fuels in SACEUR's AOR.				x					
RFI 1.3.2	NATO's FSC shall ensure availability of fuel storage facilities in all domains.							x		
RFI 1.3.2.1	NATO's FSC shall utilize automation in fuel storage facilities to increase efficiency and reduce demand for SME operators.				x			x		
RFI 1.4	NATO's FSC shall be able to distribute fuel in all domains.				x					
RFI 1.4.1	NATO's FSC shall ensure availability of fuel distribution facilities in all domains.							x		
RFI 1.4.1.1	NATO's FSC shall utilize automation in fuel distribution facilities to increase efficiency and reduce demand for SME operators.				x			x		

Capability Requirement ID for RFI	*Capability Requirement Statement*	*D*	*O*	*T*	*M*	*L*	*P*	*F*	*I*	*Can your products / services support this Capability Requirement? If the CR statement addresses "understanding" activity, please provide your answer briefly from your organization perspective.*
RFI 1.4.2	NATO's FSC shall have sufficient Tactical Fuel Handling Equipment (TFHE) to distribute fuel in all domains.				x					
RFI 1.4.2.1	NATO's FSC shall understand National TFHE inventory.				x					
RFI 1.4.3	NATO's FSC shall understand critical distribution choke points that affect the FSC.				x			x		
RFI 1.5	NATO's FSC shall include required fuel additives.				x					
RFI 1.6	NATO's FSC shall have redundancy by design.		x		x		x	x		
RFI 1.7	NATO's FSC shall have resilience by design.		x		x		x	x		
RFI 1.8	NATO's FSC shall understand Allies progress on transition to sustainable energy sources.				x			x	x	
RFI 1.9	NATO's FSC shall understand progress in Baltic Rail Gauge harmonization.							x		
RFI 1.10	NATO's FSC shall understand specific issues related to the fuels supply in the High North.				x			x		
RFI 2	NATO's FSC shall have Governance bodies.		x							
RFI 2.1	NATO's FSC shall review existing Governance bodies.		x			x				
RFI 3	NATO's FSC shall have Management bodies.		x			x				
RFI 3.1	NATO's FSC shall review existing Management bodies.		x							
RFI 3.1.1	NATO's FSC shall understand National FSC bodies.		x							
RFI 3.1.1.1	NATO's FSC shall understand how National FSC bodies employ reservists.		x				x			
RFI 4	NATO's FSC shall be able to coordinate FSC requirements.		x							

Capability Requirement ID for RFI	*Capability Requirement Statement*	*D*	*O*	*T*	*M*	*L*	*P*	*F*	*I*	*Can your products / services support this Capability Requirement? If the CR statement addresses "understanding" activity, please provide your answer briefly from your organization perspective.*
RFI 4.1	NATO's FSC shall be able to identify fuel supply chain gaps.		x		x		x	x		
RFI 5	NATO's FSC shall manage information.				x				x	
RFI 5.1	NATO's FSC shall have an information management system.				x				x	
RFI 6	NATO's FSC shall maintain an FSC architecture.		x		x			x		
RFI 6.1	NATO's FSC shall develop a visual map of NATO's FSC capabilities.							x		
RFI 6.2	NATO's FSC shall facilitate information management between Nations, NATO HQ and the NATO Command Structure.		x		x				x	
RFI 7	NATO's FSC shall have Suitably Qualified and Experienced Personnel (SQEP).			x			x			
RFI 7.1	NATO's FSC shall exploit new technology to reduce reliance on Suitably Qualified and Experienced Personnel (SQEP).			x	x		x			
RFI 7.2	NATO's FSC shall provide training for NATO FSC roles.			x			x			
RFI 7.2.1	NATO's FSC shall exploit opportunities from National fuel training.			x			x			
RFI 7.2.2	NATO's FSC shall establish FSC training facilities.			x	x			x		
RFI 8	NATO's FSC shall be exercised.			x		x				
RFI 8.1	NATO's FSC shall conduct constructive exercises.			x		x				
RFI 8.2	NATO's FSC shall conduct virtual exercises.			x		x				
RFI 8.2.1	NATO's FSC shall develop FSC wargames.			x		x				
RFI 8.3	NATO's FSC shall conduct live exercises.			x						
RFI 8.4	NATO's FSC exercises shall involve cyber security.			x						
RFI 8.5	NATO's FSC exercises shall involve physical security.			x						

Capability Requirement ID for RFI	*Capability Requirement Statement*	*D*	*O*	*T*	*M*	*L*	*P*	*F*	*I*	*Can your products / services support this Capability Requirement? If the CR statement addresses "understanding" activity, please provide your answer briefly from your organization perspective.*
RFI 8.6	NATO's FSC exercise shall involve civilian fuels organizations.			x		x			x	
RFI 9	NATO's FSC shall understand the civilian FSC.	x							x	
RFI 9.1	NATO's FSC shall understand likely civil defence/civilian fuel demand during crisis.				x					
RFI 9.2	NATO's FSC shall understand the transition of the civilian FSC.		x		x		x	x		
RFI 9.2.1	NATO's FSC shall understand the reduction in availability of fossil fuels in the civilian FSC.		x		x		x	x		
RFI 9.2.2	NATO's FSC shall understand the reduction in availability of fossil fuels storage systems in the civilian FSC.		x		x		x	x		
RFI 9.2.3	NATO's FSC shall understand the reduction in availability of fossil fuels transportation systems in the civilian FSC.		x		x		x	x		
RFI 9.2.4	NATO's FSC shall understand Global social, political and legal context impacting development of FSC facilities.	x						x		
RFI 10	NATO's FSC shall be defended against threats.		x		x			x		
RFI 10.1	NATO's FSC shall be defended against physical threats.		x		x			x		
RFI 10.2	NATO's FSC shall be defended against cyber threats.		x		x			x		
RFI 10.3	NATO's FSC shall understand what resources would be required to operate the FSC if Operating Technology (OT) was compromised.		x		x		x	x		
RFI 10.4	NATO's FSC shall be defended against espionage.		x		x			x		

4. REQUESTED INFORMATION

Please respond to the following questions that are relevant to your organisation. You can either respond in a word document or in the Annex A.

4.1. Respondents Profile:

4.1.1	**Response from:** *Pick one*	Nation	Industry	Academia	NATO Agency
4.1.2	**Applicable Functional Components of FSC:** *Pick all that apply*	Acquisition	Transportation	Storage	Distribution
4.1.3	**Name of Organization:**				
4.1.4	**Point of Contact Information**				
	Name:				
	Email:				
	Telephone Number:				
4.1.5	**List the capabilities and arrangements (High Readiness and Responsiveness Military Solutions, HNS, Contracting, NPS and Associated Fuel Facilities) that support you in delivering your function.**				
4.1.6	**Provide a list of all the specific services you perform in the context of the fuel supply chain.**				
4.1.7	**Are you an implementing entity/contractor involved in the delivery of fuel related projects funded by the NATO Security Investment Programme? If yes, please list the CIRIS ID of the projects.**				
4.1.8	**Describe your interest in NATO's FSC capability.**				
4.1.9	**Explain your expected benefits and outputs from NATO's FSC capability.**				
4.1.10	**Identify your major stakeholders (e.g., the customers receiving your services).**				

4.2. Questions for Acquisition

4.2.1	**For Nations: What role would your Nation consider for acquisition for NATO's FSC out of Host Nation (HN), Territorial Host Nation (THN) or Sending Nation (SN)?** *Select all that apply*			
	HN	THN	SN	
4.2.2	**What Line of Support (LoS) can your organization support through acquisition?** *Select all that apply*			
	First Line	Second Line	Third Line	Fourth Line
4.2.3	**In what situations can your organization support NATO's FSC?** *Select all that apply*			
	Peace	Crisis	Conflict	
4.2.4	**How will acquisition support from your organization change in the transition between peace, crisis and conflict?**			
4.2.5	**In what domains can your organization support acquisition for NATO's FSC?** *Select all that apply*			
	Land	Air	Maritime	
4.2.6	**Who is the responsible authority for acquiring bulk fuel/ assets/ services in your organization?**			
4.2.7	**What are the sources of the fuel types and additives that you acquire in the context of NATO's FSC (e.g. country name/organization name/ company name/etc.)?**			
4.2.8	**Are you able to diversify the sources of the fuel types? If yes, please state how.**			
4.2.9	**How does the responsible authority acquire bulk fuel/ assets/ services (e.g. procuring/outsourcing/renting of fuel related resources, infrastructure, etc.) for military uses? Please identify your service provider(s), and please explain the realized benefits.**			
4.2.10	**Are there any standardized procedures/processes in place to carry out the acquisition function? If yes, please explain.**			
4.2.11	**Can the existing fuel acquisition procedures/processes be applicable in NATO's FSC context? If not, please describe any limitations, legal and commercial considerations (e.g., Intellectual Property Rights (IPR) availability, licensing restrictions, export controls, custom regulations, or National regulations) preventing its use by NATO.**			
4.2.12	**Are there any specific impediments in carrying out roles and responsibilities under the acquisition functional component? If yes, please list (maximum five bullets would be sufficient).**			

4.3. Questions for Transportation

4.3.1	**For Nations: What role would your Nation consider for transportation for NATO's FSC out of HN, THN or SN?** *Select all that apply*			
	HN	THN	SN	
4.3.2	**What LoS can your organization support through transportation?** *Select all that apply*			
	First Line	Second Line	Third Line	Fourth Line
4.3.3	**In what situations can your organization support NATO's FSC?** *Select all that apply*			
	Peace	Crisis	Conflict	
4.3.4	**How will transportation support from your organization change in the transition between peace, crisis, and conflict?**			
4.3.5	**In what domains can your organization support transportation for NATO's FSC?** *Select all that apply*			
	Land	Air	Maritime	
4.3.6	**Do you have any transportation capabilities which would be/were provided for NATO operations? If yes, please list such capabilities, including the respective coordinates if applicable (e.g., pipelines).**			
4.3.7	**Are you able to fulfil the Minimum Capability Requirements (MCR) 2020[3] under the logistics domain? If not, please list the most critical areas and the required mitigation measures for fulfilment (maximum 5 bullets would be sufficient).**			
4.3.8	**Which mode/modes of transportation do you use during the fuel shipment with the end-to-end approach? The potential answers may depend on several factors (e.g. peacetime, crisis, operations, route availability between the nodes/endpoints, fuel type, domain type, cost, effectiveness, efficiency). Please define the factors that affect/might affect your decision on the respective modes.**			
4.3.9	**Do you have any existing tools/processes/standardized methodologies to determine the optimum mix of transportation modes? If yes, please explain how your system could support NATO's FSC capability.**			
4.3.10	**Do you have any prioritization systems in transportation planning? If yes, please describe how your system could support NATO's FSC capability.**			
4.3.11.	**Do you have any prioritization systems in transportation planning? If yes, please describe how your system could support NATO's FSC capability.**			

[3] The questions related to MCR2020 are relevant to Nations only. Taking into consideration that the MCR2024 will be issued in the upcoming months, responds covering the future MCR is also acceptable, if any.

4.3.12	**Do you have any transportation capabilities which would be/were provided for NATO operations? If yes, please list such capabilities, including the respective coordinates if applicable (e.g., pipelines).**
4.3.13	**Please describe your capabilities' major relationships and dependencies with military/civilian/public/private sectors (the answer may depend on your profile).**
4.3.14	**For all civilian petroleum product pipelines in the Nation's territory please indicate the following, additionally, in the "As-Is" picture can be provided information regarding any future plans (modification, expansion, and associated timelines and ROM):** **Layout.** Location, including coordinates (if available), of the pipelines and all associated infrastructure, such as refineries, terminals, storage facilities, loading stations and filling/dispensing points. **Capacity and load.** Diameter of the pipelines, average daily transportation capacity, types of fuel that can technically be carried by each pipeline, and main types of fuel that have been carried recently (e.g., in the past 3 years). **Interconnectivity.** Connections and capacities to main entry points (e.g., refineries, main bulk fuel depots, and sea entry points), exit points and multimodal platforms (e.g., train loading station, truck loading stations, and sea and inland waterways loading points). **Ownership.** Names of the companies that own and operate each pipeline, including state-owned companies. **Procedures for access.** An indication of the legal and technical procedures in place for civilian and military customers to request use and introduce products into the pipeline and the related waiting times.
4.3.15	**For all petroleum products rail tanker fleets operating in the Nation's territory, please indicate the following:** **Ownership.** Names of the companies (including state-owned) that own and operate rail tankers certified for transporting petroleum products and size of the respective fleet in number and cubic meters by product type and gauge. **Capacity.** Average capacity moved by rail in the respective Nation in cubic meters per fuel type per day. **Market trends.** An indication of the market trends for rail tanker fleets carrying petroleum products, including current average lead times from request to availability in each country, and expected changes in available capacity on the market in cubic meters in the short (1 year), medium (1-5 years) and long term (5-10 years). **Procedures for access.** An indication of the legal and technical procedures in place for civilian and military customers to request use of petroleum rail tankers fleets and the related waiting times.

4.3.16	**For all petroleum products inland waterway transportation fleets operating in the Nations territory, please indicate the following:** **Capacity**. Overall capacity of fuel barge fleets carrying diesel, gasoline and jet fuel operating in each of the Nations. **Layout.** Location, including coordinates (if available), of the sites where fuel can be loaded and offloaded onto and from barges on the territory of the respective Nation.

4.4. Questions for Storage

4.4.1	**For Nations: What role would your Nation consider for storage for NATO's FSC out of HN, THN or SN?** *Select all that apply*			
	HN	THN	SN	
4.4.2	**What LoS can your organization support through storage?** *Select all that apply*			
	First Line	Second Line	Third Line	Fourth Line
4.4.3	**In what situations can your organization support NATO's FSC?** *Select all that apply*			
	Peace	Crisis	Conflict	
4.4.4	**How will storage support from your organization change in the transition between peace, crisis and conflict?**			
4.4.5	**In what domains can your organization support storage for NATO's FSC?** *Select all that apply*			
	Land	Air	Maritime	
4.4.6	**Do you have any storage capabilities (fixed/deployable) which would be/were provided for NATO operations? If yes, please list including the storage fuel type, storage capacity per fuel, latitude and longitude if applicable.**			
4.4.7	**Are there any governmental of commercial storage capabilities (not included in paragraph 4.4.6) available to support FSC in your country and extend the current storage capabilities? If yes, please list the most relevant storage capabilities by site, type of fuel, size. Please also highlight if there are any pre-agreements with the owners to access those facilities in case of requirement.**			

4.5. Questions for Distribution

4.5.1	**For Nations: What role would your Nation consider for distribution for NATO's FSC out of HN, THN or SN?** *Select all that apply*			
	HN	THN	SN	
4.5.2	**What LoS can your organization support through distribution?** *Select all that apply*			
	First Line	Second Line	Third Line	Fourth Line
4.5.3	**In what situations can your organization support NATO's FSC?** *Select all that apply*			
	Peace	Crisis	Conflict	
4.5.4	**How will distribution support from your organization change in the transition between peace, crisis and conflict?**			
4.5.5	**In what domains can your organization support distribution for NATO's FSC?** *Select all that apply*			
	Land	Air	Maritime	
4.5.6	**Are you able to fulfil the MCR 2020[4] requirements to distribute the fuel to the first lines? If not, what are the factors impeding to meet the targeted requirements?**			
4.5.7	**Do you rely on the civilian sector to distribute the fuel to the first lines? If yes, please explain the identified challenges and realized benefits.**			
4.5.8	**Do you have the necessary fuel infrastructure, training and procedures to provide all type of distribution services by the military, including, but not limited to Flight line refueling, fixed and expeditionary retail operations, distribution of fuel into generators, Forward Arming and Refueling Point (FARP) operations etc. If not, are there any commercial agreements to cover those areas?**			

[4] Please see the MCR2020 explanation in the footnote number 3 above.

4.6. Questions for DOTMLPFI approach

4.6.1	**Do you have capabilities in supporting custodianship roles in developing fuel related doctrines, STANAGs, TFHE, Modular Combined Petroleum Unit (MCPU)? If yes, please describe your interest in undertaking roles and responsibilities within NATO's FSC doctrine development activities.**
4.6.2	**In which way does your Nation apply to the NATO standards (e.g., the Single Fuel Policy, NATO Technical Criteria and Standards for POL facilities, etc.)?**
4.6.3	**Have you made any organizational change in the context of your fuel supply chain in last five years? If yes, please describe the identified challenges and realized benefits.**
4.6.4	**Please describe how your capabilities relate to the training aspect in the context of the fuel supply chain?**
4.6.5	**Is there any interest in training Suitably Qualified and Experienced Personnel (SQEP) in the context of FSC? Which training areas are of most interest?**
4.6.6	**Do you have any training programme/system which could support NATO's FSC capability (e.g. fuels technology, fuel additives, etc.)? If yes, please describe.**
4.6.7	**Do you conduct any fuel related exercise/wargaming which could support the development or implementation of NATO's FSC capability? If yes, please explain briefly.**
4.6.8	**Please describe how your capabilities relate to the material aspect in the context of NATO's FSC, if not mentioned above (e.g., able to support F-44, able to support deployable assets to NATO operations, etc.)**
4.6.9	**Please describe how your capabilities relate to the personnel aspect in the context of fuel supply chain (e.g., able to provide fuel truck drivers, able to support in planning of fuel supply, have the sufficient fuel expertise in the context of FSC).**
4.6.10	**Please describe how your capabilities relate to the facilities aspect in the context of NATO's FSC, if not mentioned above.**

4.6.11	**Please describe how your capabilities relate to the interoperability aspect in the context of NATO's FSC. If you are not able, please list the factors impeding to provide interoperable capabilities.**
4.6.12	**Please describe how your TFHE capabilities interoperable across civilian industry and NPS.**
4.6.13	**Do you have a real time visibility on actual inventories, centralized reporting system, administration, and customs processes to support national and NATO's FSC? Please also describe how you manage information in the context of FSC (e.g., tracking fuel, collecting inventory data through your national supply chain, planning, forecasting, etc.).**

4.7. Additional General Questions

4.7.1	**Would you be able and willing to take the responsibility of a Host Nation for this capability on behalf of NATO[5] and provide your support in the development of capabilities for NATO, delivered, managed, and maintained by yourselves? Please list the capabilities and areas where you will require support from NATO, Nations, or the commercial sector.**
4.7.2	**What capabilities do you currently employ/plan employing in the future that you would fulfil all or part of the CRs? Please provide any technical information and/or limitations, if not mentioned above.**
4.7.3	**Does the description of NATO's FSC Capability Programme influence you to propose any proactive projects to fulfil the CRs? If yes, please brief on your proposals.**
4.7.4	**Do you intend to develop national, and/or regional initiatives to enhance NATO's FSC that may be for dual use (military / civilian)?**
4.7.5	**Are there any specific fuel related issues that might be of interest for you? Why are these issues important?**

[5] In the CFCDGM, a Host Nation is the entity which implements a NATO Security Investment Programme (NSIP) project on behalf of NATO. A host nation would normally be the country on whose territory the project is to be implemented, a NATO agency, or a Strategic Command.

4.8. Cost

HQ SACT seeks non-binding Rough Order Magnitude (ROM) cost 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. As part of the COA and AOA analysis, ROM Life-Cycle Cost (LCC) estimates are produced to conduct a cost-benefit analysis of potential options. Any information that can be provided at any level of fidelity can be useful in developing these estimates (e.g., number of zeros or a range of costs). You can either respond in a word document or in the Annex A.

4.8.1	**If possible, please provide a ROM for the cost associated with the implementation and sustainment, of the capabilities (assuming full implementation) mentioned above. Please take into account technology refresh cycles for the expected lifespan of this capability. Range estimates are acceptable.**
4.8.2	**Please describe what training would be included in the provided costs. Would training occur annually or one-time? Would any additional training be required, and what is the ROM cost?**
4.8.3	**Please provide information to inform ROM operational and maintenance cost estimates.**
4.8.4	**Please describe ROM hardware and materiel cost requirements for your capabilities.**
4.8.5	**What, if any, leasing options are available in the areas of Acquisition, Transportation, Storage, and Distribution that could be leveraged for FSC? If there are leasing options, please provide those ROM costs (per annum where possible).**
4.8.6	**What, if any, are the up-front ROM costs to implementing any of the proposed solutions?**

4.9. The response(s) to this RFI shall 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.

4.10. 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.

4.11. Response Template

Respondents to this RFI should:

- Provide name, mailing address, overnight delivery address (if different from mailing address), designated point of contact (phone number, e-mail).
- Respondents can collaborate with other providers, but all companies/organizations must be clearly identified and their role/services clearly stated.
- Identify current services your company offers, which most closely match the capabilities, specified in this RFI (or portions of), if not mentioned through the answering the above questions.
- Available product brochures, specification sheets, photographs, illustration and technical descriptions that describe your company's current services are welcome. Companies are encouraged not to include marketing informational materials that do not relate to the services described in this RFI as it will be discarded; however, responses may include URL links to technical documentation materials (i.e., technical data sheets for products) are welcome.The document should be formatted for compatibility with Microsoft Word or Adobe Acrobat Reader (current versions).
- Provide list of your company's past and current customers to which you have provided or are providing similar services, including a customer/company name and point of contact, phone number, and address/e-mail where they can be contacted.
- Classified Information. NATO information that is CLASSIFIED is not included herein but can be passed to authorized industry and academia recipients with appropriate clearances and control measures.
- The information may be considered in developing any future potential Statement of Work requirements. HQ SACT will consider selected information for developmental contracts and experimentation candidates.

4.12. Response Due Date

Responses to this RFI must be received by the due dates given in the general information table above. If the RFI responds contains any classified information, establishing the appropriate classified communication channels is essential. Therefore, organizations should coordinate with the Contracting Point of Contacts in advance of the delivery. HQ SACT reserves the right to seek clarification on submissions.

5. CLARIFICATIONS AND QUESTIONS

Inquiries of a technical nature about this RFI shall be submitted by e-mail solely to the aforementioned POCs by **5:00 pm EST, Norfolk, USA 09 October 2023**. 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.

All questions should be submitted by **(insert date coordinated with P&C).** to allow for appropriate response time prior to the **(insert date coordinated with P&C).** response due date.

6. ADDITIONAL INFORMATION

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

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 how HQ SACT plans to proceed and HQ SACT's intent to protect information from unauthorized disclosure. This requires 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.

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.

6.2. Organizational Conflicts of Interest.

As Procurement/Contracting involves the expenditure of funds allocated by the member nations, we must always strive to maintain trust in and preserve the integrity of the procurement procedures. It is essential that our procedures facilitate transparent and robust competition from industry.

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.

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.

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.

6.3. Exceptions to Obligations.

The third party company receiving the information may disclose, publish, disseminate, and use Proprietary Information:

a) 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);

b) 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 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, or
- disclosed or used with prior written approval from HQ SACT, or
- obtained from a source other than HQ SACT without obligation of confidentiality; or publicly available when received.

6.4. 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.

7. SUMMARY

This is a RFI only. The purpose of this RFI is to involve industry, academia and nations through collaboration, for their input to NATO's requirement for fuel supply chain capability. 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 emphasized that this is a RFI, and not a RFP of any kind.**