

HQ Supreme Allied Commander Transformation

RFI-ACT-SACT-23-134

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 capability for

Political Military Assisted Decision Making (PM-ADM)

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 General Information	
Request For Information No.	
Project Title	Political Military Assisted Decision Making (PM-ADM) Capability
Due date for questions concerning requested information	19 JAN 2024 0900 AM EST, Norfolk VA, USA
Due date for submission of requested information	15 FEB 2024, 0900 AM EST, Norfolk VA, 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>Lt Col Jan Hausch Programme Director Email: jan.hausch@act.nato.int Tel: +1 757 747 3964</p> <p>Mr. Donald Conklin (CTR) Requirements Manager Email: donald.conklin@act.nato.int Tel: +1 757 747 3816</p>
All request for clarifications, questions, and responses to this RFI must be sent via email to all Points of Contact reported above. Contracting and Technical POCs must be included in any correspondence.	

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 what 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 assisted decision making, in order to support NATO decision-making within the Alliance.

1.2. 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.

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1.3. The purpose of this RFI is to involve Nations, Industry and Academia, through collaboration, in an examination of current and future capabilities related to assisted decision making with a focus on systems, products, services, technology, and methodologies. The future capabilities will be either Nation-owned or commercially available (procured by a Nation as Host Nation, or by a NATO Agency). HQ SACT has not made a commitment to procure any of the systems, products, services, or technology described herein, and release of this RFI shall not be construed as such a commitment, nor as authorization to incur cost for which reimbursement will be required or sought. Further, respondents are advised that HQ SACT will not pay for any information or administrative costs incurred in responding to this RFI. The costs for responding to this RFI shall be borne solely by the responding party. Not responding to this RFI does not preclude participation in any subsequent RFP, if issued in the future.

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 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 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>.

2.1.4. Note that respondents of this RFI are not required to initiate an FFCI agreement in order to respond to this RFI.

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

2.2.1. The Common Funded Capability Delivery Governance Model aims to speed the delivery of capabilities required by NATO commanders and the NATO Enterprise.

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It consists of six life cycle stages, four NATO Governance level decision points, or Gates, and two optional decision Gates.

2.2.2. At the first decision Gate, the Military Committee (MC) approves the Operational Requirements (ORs) and determines whether the submission of a Capability Requirements Brief (CRB) is required at the first optional decision Gate. A CRB was required, developed and submitted to governance for approval in October of 2023.

2.2.3. A Capability Program Plan (CPP) is now under development while awaiting approval of the CRB. A CPP is developed to refine the specific Capability Requirements (CRs) from the CRB with finer granularity based on the additional information discovered in the post-CRB period. The CRB recommended one of the proposed COAs for approval. The CPP takes the approved COA and conducts an in depth Analysis of Alternative (AoA) to identify the requirements, interdependencies, technical challenges and doctrinal changes necessary to describe the need across all Diplomatic, Organizational, Training, Material, Leadership, Personnel, Facilities and Infrastructure (DOTMLPFI) Lines of Development (LOD).

2.2.4. With respect to potential AOAs, the CPP is intended to determine their viability to address the approved ORs/CRs, including consideration of the possibility of “Adopt”-ing (an existing solution already in-service by Nations, Industry and Academia), “Buy”-ing (acquiring a solution from industry), or “Create”-ing (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. The viability of the AOA is assessed according to its operational effectiveness, affordability, and risk(s) (including technical maturity).

2.2.5. To apply due diligence in discovering AOAs in support of the CPP, an RFI is necessary to ‘test the market’ and determine relevant material and non-material solutions that may exist or could be created within Nations, Industry or Academia (as part of the consideration of “Adopt, Buy, or Create”). This request intends to identify prospective solutions for which the team may need to conduct additional in-depth discussions. 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 considered during the development of the CPP.

3. PROGRAMME DESCRIPTION

3.1. Aim

3.1.1. With its Political Guidance issued in 2019 the North Atlantic Council recognised that the Alliance can benefit from assisted decision making, acknowledging the impact of the complex relationships between the Political, Military, Economic, Social, Information and Infrastructure (PMESII) instruments of power. Responding to this challenge the Supreme Allied Commander Transformation (SACT) took on the task to explore the viability of a capability to assist decision making at the strategic political-military level. Today, enhancing NATO’s capacity for Political and Military Assisted

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Decision Making (PM-ADM) embodies the SACT's purpose to continue to improve the Alliance's ability to better understand our strategic challenges, decide faster than our adversaries and be stronger together.

3.1.2. In July 2022, the NATO Military Committee approved the Operational Requirement Statement for a PM-ADM capability noting that development of PM-ADM will "improve the Alliance's ability to maintain its decisive advantage by conducting effective strategic assessments and early evolving threat identification [and] developing comprehensive political-military options". Allied Command Transformation has taken up the challenge to deliver this capability to support senior decision makers at the strategic headquarters level. The PM-ADM will assist Alliance leaders' ability to understand the interdependencies of the instruments of power in the security environment and to provide data-informed, integrated diplomatic, information, military, economic, financial, intelligence and law enforcement (DIMEFIL) actions to accomplish NATO's core tasks.

3.1.3. Understanding NATO's interests, analysts will be able to define measures of merit (standards for data veracity and consistency) and thresholds for decision criteria. Simultaneously, PM-ADM will query multiple data sources from legacy to capabilities currently in development. This data will be stored, managed, accessed and archived in a data repository, feeding the visualisation and predictive analysis generator. This process is iterative, converting data to information and subsequently to useful knowledge, enabling the objective PM-ADM to 'learn' using multiple aspects of artificial intelligence (AI). Strategic outcomes of this process will be provided to staff at the NATO headquarters, SHAPE, and Nations to inform their proven analytical methods and processes.

3.1.4. PM-ADM is a data-centric capability developed in three phases: Situation Sensing, Situational Awareness/Understanding, and Cognitive Advantage/Predictive Analytics. Phase 1 will focus on developing and refining the data ingestion and management functions. Building on this data, Phase 2 will generate situational awareness and understanding. PM-ADM development will culminate in Phase 3 with development of predictive analytical functions enabling PM-ADM users to develop and test potential courses of action to inform the political-military decision-making process in response to both acute and emergent crises.

3.2. Effects and Benefits

3.2.1. PM-ADM desired effects, expected benefits and key performance parameters are identified below as:

- **Desired Effects:**

1. This capability will assist NATO to improve its ability to understand all PMESII interdependencies of the security environment and, when necessary, to propose data-informed DIMEFIL actions to deter or defend against adversary actions.

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- **Expected Benefits**

1. The North Atlantic Council (NAC) achieves enhanced ability to reach consensus and respond to unfolding crises taking timely and effective decisions by improved capability to comprehend the situation including interdependences across all PMESII aspects, exploit complex sets of data through state of the art visualization, analyse alternative options and understand potential intended and unintended effects of decisions.
2. Improved situational awareness. The data representing the NATO security environment is visually depicted with the ability to customize tailored views as required by the user. The most current data available is represented to ensure dynamism over time.
3. Enhanced ability to recognize comprehensive routine patterns of relationships across multiple domains in the data over time, thus improving analyses and assessments to determine adversary intent and goals.
4. Earlier recognition of anomalies within routine patterns such as Hybrid Warfare activity detection, identification and alerting.
5. Improved support to perform specialist and operational domain analyses and assessments.
6. Improved potential Response Option analyses across DIMEFIL areas.
7. Improved ability to visualize and analyse the impact of NAC decisions to draw strategic lessons learned or perform post-exercise/crisis analyses.
8. Improved tools to support individual and collective training on the NATO Crisis Response System (NCRS).
9. More efficient and faster exchange of information among users.
10. Reduction in the time required to perform process steps due to automation and collaboration.

- **Key Performance Parameters (KPPs)**

1. The user shall be able to assist NAC's decision making by providing understanding of interdependencies across PMESII aspects, exploiting complex sets of data through state of the art visualization, analysing alternative options and understanding potential intended and unintended effects of decisions;
2. The user shall be provided with the ability to produce tailored views of the security environment data to assist NAC's situational awareness;

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3. The user shall be provided with the most current data available to ensure dynamism over time;
4. The user shall be able to recognize comprehensive routine patterns across multiple domains in the data over time, thus improving analyses and assessments to determine adversary intent and goals;
5. The user shall be provided with the ability to recognize anomalies within routine patterns such as Hybrid Warfare activity detection, identification and alerting;
6. The user shall be provided the enhanced ability to perform specialist and operational domain analysis and assessment;
7. The user shall be provided with an enhanced ability to propose potential responses across DIMEFIL areas;
8. The user shall be provided with an enhanced ability to visualize and analyse the impact of NAC decisions to draw strategic lessons learned or perform post-exercise/crisis analyses;
9. The user shall be provided with improved tools for individual and collaborative training on NCRS;
10. The user shall be enabled to share information more effectively.

3.3. Potential CONOPS

- PM-ADM takes in data via open source feeds, legacy systems, and referential databases (e.g. Wikipedia, Janes, etc.) to populate a directed graph from which various analyses are conducted. Risks to NATO interests are assessed and where needed, mitigating COAs are developed. These are presented to the North Atlantic Council for selection and approval. The figure (1) below presents this CONOPS.

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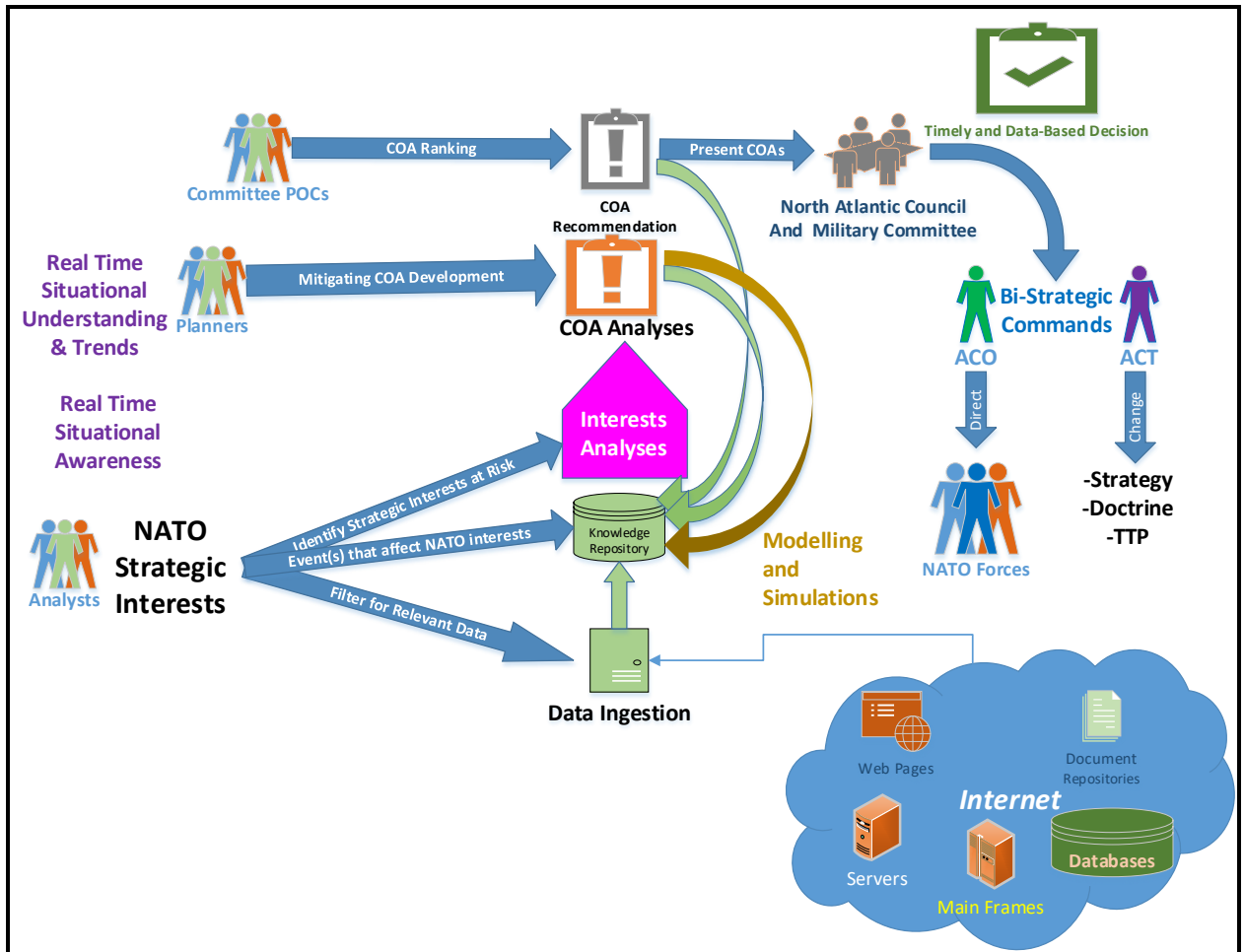


Figure 1: PM-ADM CONOPS

3.4. Current State

3.4.1. There are currently inefficiencies with how NATO conducts crisis response operations. It is a largely manual process. PM-ADM will help optimize the crisis response process and ensure that the Alliance comprehensively and effectively direct NATO forces to execute COAs to protect Alliance interests.

3.4.2. NATO's current stove-piped approach to C2 systems cannot be extended and/or connected to other systems without great effort and cost.

4. REQUESTED INFORMATION

4.1. This RFI is interested in both materiel and non-materiel solutions, and combinations thereof, across the DOTMLPFI¹ spectrum that contribute to PM-ADM programme requirements. These can include but aren't limited to:

- Systems, products, services, applications (and their functionality), facilities, infrastructure, or data (i.e. means).

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

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- Methodologies, engineering practices, doctrine, procedures, organisational framework, or operations support (i.e. ways).
- Technologies and technical standards (open, proprietary).

4.2. This RFI will herein refer to one or many potential combinations of these as "your capabilities". Most questions and statements are directed at both Nations and Industry/Academia. Some questions and statements may be directed at either Nations or Industry/Academia. Level of capability is expected to vary across Nations and Industry/Academia.

4.3. M-ADM may involve a combination of new, reused, and modified components. RFI responders may be interested in one or several requirement areas and potential components. The attached Excel spreadsheet contains four worksheets (annexes) for respondents to fill out. **RFI responders may scope their answers to the questions in annexes A (For Nations and Industry/Academia), B (For Nations only), and C (For Industry/Academia only).**

4.4. Please confirm that you are open to further engagement about your capabilities, and please provide a nominated point of contact.

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

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 for the annexes if not applicable to your capabilities. A statement that an annex 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.).

4.6. Clarifications and Questions

4.6.1. Inquiries of a technical nature about this RFI shall be submitted by e-mail solely to the aforementioned POCs by 19 January 2024 0900 hours EST, Norfolk, USA. Accordingly, questions in an e-mail shall not contain proprietary and/or classified information. Answers will be posted as soon as practicable on the HQ SACT P&C website at: <https://act.nato.int/contracting>.

4.6.2. To ensure understanding of NATO requirements, HQ SACT will host online/virtual question and answer (Q&A) sessions with interested parties prior to the RFI due date. Participants will be able to enhance their understanding of the programme by asking clarifying questions to the PM-ADM Programme Director and

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Requirements Manager. The session will take place on the 25th of January 2024: (0900am-1100am EST); follow this link to join: <https://meet.goto.com/788350285>. Please register for the meeting NLT 19th of January 2024 by emailing BOTH the Contracting and the Technical POCs listed.

4.6.3. HQ SACT reserves the right to seek clarification on any submission.

4.7. **Intent/Objectives.** To support the transformational change of how PM-ADM will be facilitated in the future, a CPP needs a robust assessment of potential AOAs across Adopt, Buy, and Create. 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.

4.8. **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 decision support to NATO.

4.9. **Expected Benefits to NATO.** Exposure to, and understanding of, current, emerging and future capabilities in the area of assistance to strategic political and military decision making.

4.10. **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 assistance to strategic political and military decision making.

4.11. **Classified Information.** NATO information that is CLASSIFIED is not included herein but can be passed to authorized industry recipients with appropriate clearances and control measures.

4.12. **Proprietary Information.** 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, 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.

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

4.13.1. 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

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nature, and no less than reasonable care. This includes the following responsibilities and obligations:

- The third party company receiving the information shall not, without explicit, written consent of HQ SACT:
 - Discuss, disclose, publish or disseminate any Proprietary Information received or accessed under nondisclosure principles and subject to an NDA, if an NDA is concluded;
 - Use disclosed Proprietary Information in any way except for the purpose for which it was disclosed in furtherance of the goals of the instant project, collaboration, activity or contract; or
 - Mention the other Party or disclose the relationship including, without limitation, in marketing materials, presentations, press releases or interviews
- **Exceptions to Obligations.** The third party company receiving the information may disclose, publish, disseminate, and use Proprietary Information:
 - To its employees, officers, directors, contractors, and affiliates of the recipient who have a need to know and who have an organizational code of conduct or written agreement with the recipient requiring them to treat the disclosed Proprietary Information in accordance with nondisclosure principles and the NDA (if executed);
 - To the extent required by law; however, the company receiving the information will give HQ SACT prompt notice to allow HQ SACT a reasonable opportunity to obtain a protective order or otherwise protect the disclosed information through legal process; or

That is demonstrated in written record to have been developed independently or already in the possession of the company receiving the information without obligation of confidentiality prior to the date of receipt from HQ SACT; that is disclosed or used with prior written approval from HQ SACT; obtained from a source other than HQ SACT without obligation of confidentiality; or publicly available when received.

4.14. 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.

4.15. **Organizational Conflicts of Interest.**

- 4.15.1. 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.
- 4.15.2. 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

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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.

- 4.15.3. 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.
- 4.15.4. 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.

5.1. Follow-on:

5.1.1. Any and all information provided as part of the submission in response to this RFI maybe considered in developing any future HQ SACT requirements.

5.1.2. The data collected in response to this RFI will be used to develop a report to inform the PM-ADM Capability Program Plan. The report will provide an assessment to support a decision as to whether NATO should pursue an Adopt, Buy or Create approach to meet PM-ADM requirements.

5.1.3. In the event that there is a competitive bidding process later as part of NATO CommonFunded Capability Development, the provision of data, or lack of, will not prejudice any respondent.

6. Summary. This is an RFI only. The purpose of this RFI is to Nations, Industry and Academia, through collaboration, in an examination of future capabilities related to PM-ADM 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.

Attachment (1): Excel file containing Please Read, Capability Requirements, Annexes A, B, and C worksheets and Acro