

**Headquarters Supreme Allied Command Transformation  
Norfolk, Virginia**



**REQUEST FOR INFORMATION**

**RFI-ACT-SACT-23-120**

**Amendment #1**

This document contains a Request for Information (RFI) call to industry, academia and nations for their input to NATO's requirement for testing the implementation and performance of

**Next Generation Joint Targeting Capability (NJTS)**

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

NATO UNCLASSIFIED  
RFI-ACT-SACT-23-120

General Information	
Request For Information No.	23-120
Project Title	Next Generation Joint Targeting Capability (NJTS)
Due date for questions concerning related information	<b>9:00 am EST, Norfolk, <del>USA 01 December, 2023</del> 20 December 2023</b>
Due date for submission of requested information	<b>9:00 am EST, Norfolk, <del>USA 15 December 2023</del> 10 January 2024</b>
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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References	<b>A.</b> SH/ORRB/045/22/310277/001, Operational Requirement Statement (ORS) for 3293-2021- CFC - joint targeting capability dated 12 September 2022.  <b>B.</b> PO(2018)0259 The Common Funded Capability Delivery Governance Model, dated 05 June 2018.  <b>C.</b> ACT/CAPDEV/CAP/TT-6287/SER:NU:1341 dated 7 NOVEMBER 2022 dated letter to nations for Nato Joint Targeting System Survey To The Nations.
<b>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.</b>	

## 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. ACT kindly requests that Nations and Industry partners to inform NATO of their interest and ability to provide their capability for NATO. The intention is to discover that which is immediately available, the art-of-the-possible and state-of-the-art with respect to systems, products, services, technology, and methodologies in the area of Joint Targeting, in order to support NATO Governance decision-making on Common Funded Capability Development. Specifically, this project expects to improve ability to access and understand improving the joint targeting system and environment.
- 1.2. The Capability requirements are needed to modified and be improved due to dynamic nature of targeting after having responses to previous Request for Information (RFI) **RFI ACT SACT 23-05** published in 12<sup>th</sup> December 2022. HQ SACT would like express thanks and appreciation to responding nations and industries. The vigorous nature of Next Generation Joint Targeting Capability has substantiated the need to have the input and collaboration of the industry to improve the final product for NATO needs.
- 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 Joint Targeting. The future capabilities will be either Nation-owned or commercially available (procured by a Nation as Host Nation, or by a NATO Agency). HQ SACT has not made a commitment to procure any of the systems, products, services, or technology described herein, and release of this RFI shall not be construed as such a commitment, nor as authorization to incur cost for which reimbursement will be required or sought. Further, respondents are advised that HQ SACT will not pay for any information or administrative costs incurred in responding to this RFI. The costs for responding to this RFI shall be borne solely by the responding party. Not responding to this RFI does not preclude participation in any subsequent RFP, if issued in the future. All information shared with ACT might be shared with contracted third parties in order to support the capability development process as needed. Provision of data, or lack of, will not prejudice any respondent in the event that there is a competitive bidding process later as part of NATO Common-Funded Capability Development. Any previous respond to previous RFI on the same subject matter does not affect the processes to be executed with current RFI.

**This Request for Information (RFI) does not constitute a commitment to issue a future request for proposal (RFP).** The purpose of this request is to involve industry through collaboration, in an examination of future capabilities related to the implementation of current and future capabilities related to Joint Targeting.

Further, respondents are advised that HQ SACT will not pay for any information or administrative costs incurred in responding to this RFI. The costs for responding to this RFI shall be borne solely by the responding party. Not responding to this RFI does not preclude participation in any subsequent RFP if issued in the future. All information shared with ACT might be shared with contracted third parties in order to support the capability development process as needed. Provision of data, or lack of, will not prejudice any respondent in the event that there is a competitive bidding process later as part of NATO Common-Funded Capability Development.

## 2. BACKGROUND

### 2.1. HQ SACT Framework for Collaborative Interaction (FFCI)

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

2.1.2. Depending on the level and type of interaction needed for a collaborative project, a specific agreement may be needed between parties. The FFCI agreement for any specific project, if required by either party for the project to proceed, will range from "Non-disclosure Agreements" (NDA) for projects involving exchange of specific information to more extensive "Declaration of Mutual Collaboration" (DOMC) to address intellectual property and other issues.

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

2.2. The common funded capability delivery governance model aims to speed the delivery of capabilities required by NATO commanders and the NATO Enterprise. It consists of six life cycle stage, four NATO Governance level decision points, or Gates.

2.3. During stage 3a (Capability Programme Planning), a Capability Programme Plan (CPP) is created, which includes details about programme scope, schedules, risks, through-life costs, and defines and analyses alternatives to determine acquisition strategies. The CPP is a comprehensive programme design, decomposed into outlined projects, addressing all DOTMLPFI aspects of the required capability change. An Analysis of Alternatives (AoA) occurs during this stage, and involves an analytical comparison of the operational effectiveness, schedule, lifecycle cost, and risks of alternatives that are under consideration to satisfy operational requirements as described in the Operational Requirement Statement (ORS) and CRs articulated in the Capability Requirements Brief (CRB). Alternatives identified can involve combinations of materiel and non-materiel solutions from multiple Nations, Industry and/or Academic sources. **The intent of this RFI is to collect the information required to conduct these stage 3a activities and inform the development of the CPP.**

**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. PROJECT DESCRIPTION**

#### **3.1. Vision**

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

#### **3.2. Objectives**

- 3.2.1.** To support the transformational change of how NATO's Joint Effects community will be conducting Joint effects in the future, a CPP needs a robust AoA across the Adopt, Buy, Create, and Hybrid capability development options. This RFI is intended to give Industry, and Academia an opportunity to provide information that would allow NATO to determine potential benefits they might receive from a product or service, with a focus on available technologies.
- 3.2.2.** The Joint Targeting Project Ambitions include:
- a.** Ability to share targeting information within Strategic, Operational and with Tactical Commands.
  - b.** Ability to develop, synchronize, validate, prioritise and monitor targeting information during all phases of the targeting cycle supporting simultaneous operations/exercise.
  - c.** Shall encompass all targeting functions and processes (development, nomination, validation, prioritization, etc.) to enable NATO commanders at Operational and Strategic Level to conduct all phases of the Joint Targeting Cycle, during vigilance and crisis (static environment) and in operations (deployed environment).
  - d.** Ability to develop, manage and oversee distributed and federated target material production and processes.
  - e.** Support development and management of all types of targets (facilities, individuals, virtual, equipment and organizations).
  - f.** Enable both deliberate and dynamic targeting functionalities, including near-real-time coordination of activities and real-time exchange of information for targeting stakeholders.
  - g.** Enable auditing, retention & archiving of targeting data to be able to restore information for any given point in time.
  - h.** Enable interoperability, exchange, sharing and synchronization of data and information with key NATO core and functional systems (e.g. intelligence,

operational planning, C2, Joint Fires and situational awareness), across network domains, as well as with national targeting systems, in accordance with extant standards and frameworks (including FMN).

- i. Enable targeting in all operational domains (land, maritime, air, cyber and space), and across all targeting dimensions (physical, virtual and cognitive).
- j. Enable continuity of targeting operations by transferring operational data and information from current Joint Targeting Systems and providing required system service support.

### **3.3. Expected Benefits to Respondents**

Industry and Academia participants will have the chance to discuss and expose NATO targeteers to state of the art technologies and products.

### **3.4. Expected Benefits to NATO**

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

## **4. REQUESTED INFORMATION**

### **4.1. 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.

### **4.2. 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.

### **4.3. Response Template...**

**4.3.1.** Provide name, mailing address, overnight delivery address (if different from mailing address), designated point of contact (phone number, e-mail).

**4.3.2.** Respondents can collaborate with other providers, but all companies/organizations must be clearly identified and their role/services clearly stated.

**4.3.3.** Response should include at a minimum a technical description and technical architecture diagram of the proposed implementation. Responses are not required to follow any format, but the following is proposed:

- a) Introduction
- b) Assumptions
- c) Technical / System Requirements

- d) Description of Network Implementation & Architecture Views
- e) Recommendations

**4.3.4.** Identify current services your company offers, which most closely match the capabilities, specified in this RFI (or portions of).

**4.3.5.** 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.

**4.3.6.** Response limited to a single main document and enclosures for a total not-to-exceed one page of excel sheet (Annex A).

**4.3.7.** The document should be single-spaced, have one-inch margins, assume US letter-size (8 1/2 by 11 inches) page, use 12-point font, and be formatted for compatibility with Microsoft Word or Adobe Acrobat Reader (current versions).

**4.3.8.** Submissions should be named according to the following convention: <Respondent company name; maximum of 12 characters>\_COMSATCOM RFI\_<date in YYYYMMDD format>.<filename extension of 3 or 4 characters>. 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.

**4.3.9. Responses shall not be classified above NATO UNCLASSIFIED.**

**4.3.10.** 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.

#### **4.4. Price Estimates**

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.

#### **4.5. Response Due Date**

Responses to this RFI must be received by **0900 am EST on ~~15 December 2023~~**.

**10 January 2024** The responses shall not contain any classified information. 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 01 December 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 **0009 am EST, Norfolk, USA ~~01 December 2023~~  
20 December 2023** to allow for appropriate response time prior to the response due date.

## **6. ADDITIONAL INFORMATION**

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

**6.1.1.** 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 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.

**6.1.2.** The third party company receiving the information shall not, without explicit, written consent of HQ SACT:

- a) Discuss, disclose, publish or disseminate any Proprietary Information received or accessed under nondisclosure principles and subject to an NDA, if an NDA is concluded;
- b) 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
- c) 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. Handling of 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. 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.

**6.4. 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.

**6.5. 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 Joint Targeting 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 emphasised that this is a RFI, and not a RFP of any kind.**

