

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



REQUEST FOR INFORMATION

RFI-ACT-SACT-24-67

This document contains a Request for Information (RFI) call to industry and nations for their input to NATO's requirement for an Audacious Wargaming (AW) Capability for NATO.

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

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 HQ Supreme Allied Commander Transformation
 RFI-ACT-SACT-24-67

General Information	
Request For Information No.	24-67
Project Title	Request for Nations and Industry input to identify potential elements for NATO's Audacious Wargaming (AW) Capability.
Due date for questions concerning related information	1000 hours EDT, Norfolk, Virginia, USA on Friday, 07 June 2024
Due date for submission of requested information	1000 hours EDT, Norfolk, Virginia, USA on Friday, 28 June 2024
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 Catherine Giglio Email: Catherine.Giglio@act.nato.int Tel: +1.757.747.3856</p> <p>Ms Tonya Bonilla Email: Tonya.Bonilla@act.nato.int Tel: +1.757.747.3575</p> <p>Mr Robert McMaster Email: Robert.mcmaster@act.nato.int</p>
Technical Points of Contact	<p>Mr Craig Ham Email: richard.ham@act.nato.int Tel: +1.757.747.4411</p> <p>Mrs Katie Hughes Email: Kathleen.Hughes@act.nato.int Tel: +1.757.747.3941</p>
All request for clarifications, questions and responses to this RFI must be sent via email to all Points of Contact reported above. Individual emails will not be accepted and should not be sent. Contracting and Technical POCs must be included in any correspondence.	

1. INTRODUCTION

1.1. Headquarters Supreme Allied Commander Transformation (HQ SACT) is issuing this Request for Information (RFI) in order to engage with Nations and Industry. The objective of this RFI is to identify that which is immediately available, the art-of-the-possible and state-of-the-art with respect to products, services and supporting technologies in the area of wargaming. Identification of these capabilities will be used to support the NATO Governance decision-making on Common Funded Capability Development.

1.2. The intent of this RFI is to, in collaboration with Nations and Industry, collect information on potential existing solutions for NATO's Audacious Wargaming (AW) Capability, and to inform alternatives development and analysis in support of the development of the AW Capability Programme Plan (CPP).

1.3. This 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 an AW Capability for NATO.

1.4. 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. The Strategic Commands (SCs) were tasked by the Military Committee (MC) to develop an Analysis and Wargaming Capability to complement the development of the NATO Next Generation (NexGen) Modelling and Simulation (M&S) Capability¹.

2.2. In accordance with the NATO Common Funded Capability Governance Model (CFCDGM)², HQ SACT submitted the Operational Requirement Statement (ORS) for AW in July 2023 at the first decision gate which initiated the development of the AW Capability.

2.3. In November 2023, the Military Committee (MC) approved the ORS and tasked HQ SACT to proceed directly to the second decision gate and deliver a CPP by the end of 2024. The Operational Requirements (ORs) identified in the ORS, and approved by the

¹ The NexGen M&S Capability Programme addresses current shortfalls in M&S across the NATO Enterprise. One aspect of this effort aims to provide M&S support to specific types of games.

² The CFCDGM is a standardized process to conduct and facilitate the delivery and life cycle management, across the DOTMLPFI spectrum, of common funded capabilities. The model aims to speed delivery of capabilities required by NATO Commanders and the NATO Enterprise. It consists of six life cycle stages, four mandatory NATO Governance level decision points, or gates, and two optional decision gates.

NATO UNCLASSIFIED RELEASABLE TO THE INTERNET
HQ Supreme Allied Commander Transformation
RFI-ACT-SACT-24-67

MC, were used as the basis to develop the Capability Requirements (CRs) (included at Annex A) for the AW Capability.

2.4. Subsequently, HQ SACT is leading the development of an AW Capability, in accordance with the CFCDGM and synchronised with the development of the NexGen M&S Capability, as an integral component for decision-making, education and training (E&T), experimentation and analysis for NATO.

2.5. At present, the AW CPP is under development which aims to direct the necessary actions across the DOTMLPFI³ lines of development.

2.6. The CPP will consist of a rigorous Analysis of Alternatives (AoA) intended to assist decision makers in the selection of a solution that offers the Alliance the most value for money. These solutions are informed by this RFI and consider the full spectrum of possible alternatives including considerations of “Adopt”-ing a solution from Nations, “Buy”-ing a solution from industry, or “Create”-ing a solution bespoke to NATO, known as “ABC.” Alternatives will be evaluated along the lines of operational effectiveness, risk, timeline and life cycle costs.

2.7. In the CPP, the preferred alternative(s) will be decomposed into proposed projects, addressing all DOTMLPFI aspects, and provide a high-level programmatic implementation schedule.

2.8. 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. Current State

3.1.1. There is no dedicated organisation to develop wargaming policy and guidance; manage the provision of training; provide general Wargaming knowledge and expertise; collect and provide wargame data; provide advice on resourcing and funding solutions; and manage and execute a comprehensive NATO Wargaming programme of events and activities.

3.1.2. Training requirements, over and above expected knowledge and skills for leadership and SMEs have not been adequately defined.

3.1.3. Specified fit-for-purpose digital and physical tools to support the programming, design, development, execution, analysis, reporting and event management of wargames are not currently employed within NATO.

3.1.4. There are existing pockets of Wargaming expertise throughout NATO, primarily in the areas of analysis, operations planning, experimentation, exercises, Education and Training (E&T) and M&S; however, there are currently no permanent dedicated wargame expertise⁴. In most cases, wargames are planned in an ad-hoc manner,

³ DOTMLPFI is defined as (D) Doctrine, (O) Organization, (T) Training, (M) Materiel (including both digital and non-digital tools and services), (L) Leadership Development, (P) Personnel, (F) Facilities and (I) Interoperability.

⁴ There are posts within NATO that have wargaming in their job descriptions; however, they are not dedicated

developed with limited cross-functional coordination across teams, and executed and analysed by staff with skill-sets related to Wargaming, experimentation, M&S, and analysis only when available and not performing responsibilities associated with their dedicated NATO billet.

3.1.5. Facilities suitable to support all potential types⁵ and sizes⁶ of wargames at any classification level⁷ are not readily available throughout NCS facilities to meet current or expected wargame demand within NATO.

3.2. Desired End State

3.2.1. An AW Capability will:

- a) Facilitate critical thinking, innovation and decision making at the tactical, operational and strategic levels;
- b) Provide a dynamic, 'safe to fail' environment for decision makers, leaders, commanders and staff officers to explore and examine a variety of challenges and concepts along the strategic, operational and tactical levels;
- c) Provide a method for discovering new factors and questions not previously identified;
- d) Establish minimum levels of training and familiarization over and above expected knowledge and skills for leadership and Subject Matter Experts (SMEs); and
- e) Augment traditional E&T methods.

3.2.2. The long term benefits of the AW capability will provide decision makers, leaders, commanders' and staff officers' additional experience and insights in order to:

- a) Improve their ability to manage complex and ambiguous problem sets without massive employment of resources,
- b) Enhance their understanding of diverging perspectives,
- c) Provide more accurate understanding of requirements and solutions in support of concept or capability development activities,

wargaming staff. Additionally, various HQs have implemented trial structures to support the immediate need for the delivery of wargames as the Wargaming Capability Development work strand progresses.

⁵ I.e., analytic and learning wargames.

⁶ Ranging from small (e.g., <20 participants) to large (e.g., >200 participants) in-person 'table top' games, to distributed games including multiple players and participants in various locations.

⁷ To include NATO SECRET, NATO RESTRICTED, NATO UNCLASSIFIED, and NOT CLASSIFIED on commercial networks in accordance with NATO Security Policies and Directives.

NATO UNCLASSIFIED RELEASABLE TO THE INTERNET
HQ Supreme Allied Commander Transformation
RFI-ACT-SACT-24-67

- d) Develop deeper understanding of complex emerging and future areas of interest and concern to NATO, and
- e) Enhance decision-making at all levels of military and political planning by improving understanding of decision spaces, requirements, risks, concepts and order of impacts.

3.3. Expected Benefits to Respondents. National and Industry participants will have the chance to propose state-of-the-art capabilities, across the DOTMLPFI spectrum, in the area of wargaming to NATO, to help shape the future direction of NATO's AW Capability, and the potential for involvement in its implementation.

3.4. Expected Benefits to NATO. The expected benefits include the identification of potential current capabilities, as well as the art-of-the-possible, with respect to potential options for NATO's AW capability in order to potentially reduce developmental risk and implementation timescale for a NATO solution(s).

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) and 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. The aim of this RFI is to collect information to inform alternatives development and analysis. Alternatives are comprised of materiel and non-materiel solutions, and combinations thereof, across the DOTMLPFI spectrum that fulfil the AW Capability Requirements (CRs), included at Annex A, to realise the use cases provided at Annex B. Based on the analysis, a preferred alternative(s) will be identified in the CPP.

4.3.4. This RFI also seeks to collect information to inform capability programme implementation planning. This includes the availability, readiness, and feasibility of Industry and National capabilities.

4.3.5. Specific Information requested from Nations and Industry includes:

a) Information to inform alternatives definition:

- 1) **[NATIONS & INDUSTRY]** What capability(ies), across the DOTMLPFI spectrum, do you currently employ that could be available for use by NATO that would fulfil all or part of the AW Capability Requirements (CRs) included

at Annex A, to support the use cases provided at Annex B?

- 2) **[NATIONS & INDUSTRY]** Please describe the context of how your capability is used (e.g. planning, analyses and assessments, concept and/or capability development, support to decision-making, etc.).
- 3) **[NATIONS & INDUSTRY]** Please describe your capability's relationships, dependencies, interdependencies and interfaces with other relevant systems, data and CIS infrastructures.
- 4) **[NATIONS & INDUSTRY]** Have you been, or are you currently, a participant in the elicitation for the NexGen M&S Programme? If so, please elaborate on your level of participation.

b) Information to inform alternatives analysis:

- 1) **[NATIONS & INDUSTRY]** Please describe how your capability relates to the AW CRs. Please use the table provided in Annex A to describe the level of support your national capability could provide (e.g., Full, Partial or None)⁸. Add any additional or supporting information as required (e.g., for Partial responses, required modifications or adjustments, etc.).
- 2) **[NATIONS & INDUSTRY]** Please describe how your capability supports the use cases provided at Annex B.
- 3) **[NATIONS & INDUSTRY]** Please describe the capacity of your capability. Specific questions to address include:
 - Is your capability able to support all aspects⁹ of a single wargame only, or multiple wargames simultaneously?
 - Is your capability able to support wargames at all classification levels (refer to footnote #7)? If not, are you willing and/or able to implement the necessary security requirements to establish a NATO SECRET point of presence (PoP) and working environment?
 - Is your capability able to support wargames of different classification levels (refer to footnote #7) simultaneously?
 - What is maximum size (refer to footnote #6) of wargames that can be supported by your capability at the different classification levels (refer to footnote #7)?
 - Please describe any constraints (e.g., local logistical support limitations, location, etc.) that may preclude the use of your capability by NATO.
 - Is your capability able to support distributed wargames of all classification

⁸ There is no expectation that any National or Industry capability would represent a 'Full' solution. 'Partial' solutions are encouraged as they could serve to potentially reduce developmental risks and timescales of a complete AW Capability.

⁹ To include the programming (scheduling), planning, design, development, execution, event support and analysis.

NATO UNCLASSIFIED RELEASABLE TO THE INTERNET
HQ Supreme Allied Commander Transformation
RFI-ACT-SACT-24-67

levels (refer to footnote #7)?

- 4) **[NATIONS & INDUSTRY]** Are there any specific security requirements, outside of the NATO security requirements, for access to, and use of, your capability?
- 5) **[NATIONS & INDUSTRY]** Can you confirm that, in use of your capability, NATO designated personnel¹⁰ would be provided full access to support all aspects (refer to footnote #9) of NATO wargames?
- 6) **[NATIONS & INDUSTRY]** Please describe any specific qualifications, skills or training required by NATO personnel to access and/or operate your capability.
- 7) **[NATIONS & INDUSTRY]** Please confirm that all algorithms and data can be verified and validated by NATO, if requested, and that data and algorithms developed as part of NATO work should be reviewed by NATO and may be designated as exclusively for NATO use.
- 8) **[NATIONS & INDUSTRY]** Please describe any legal considerations (e.g. Intellectual Property Rights, export controls or National regulations, etc.) that may prevent the use of your capability by NATO.
- 9) **[NATIONS & INDUSTRY]** Please provide an estimate (in terms of months or years) on when your capability could be available for use by NATO. What modifications or adjustments would be needed to ensure your capability could meet NATO's AW requirements? Please take into account any updates or modifications necessary to support multiple wargames of all sizes (refer to footnote #6) and at all classification levels (refer to footnote #7). Range estimates and phased implementation estimates are acceptable.
- 10) **[NATIONS & INDUSTRY]** Please provide a **NON-BINDING** Rough Order of Magnitude (ROM) cost estimate for the implementation and operation and maintenance (O&M) costs to NATO associated with the use of your capability per annum. What investments by NATO would be needed to ensure your capability could meet NATO's AW requirements? Please take into account any updates or modifications necessary to support multiple wargames of all sizes (refer to footnote #6) and at all classification levels (refer to footnote #7). Range estimates are acceptable.

c) **Information to inform Host Nation (HN)¹¹ nomination:**

- 1) **[NATIONS ONLY]** Would your Nation be willing and able to take the responsibility of a HN on behalf of NATO and provide your national capability as a turnkey solution for NATO, delivered, managed and maintained by yourselves? If yes, please briefly explain your process and organisational

¹⁰ To include, but not limited to, NATO Permanent Establishment (PE) personnel (civilian and military), NATO contractors, and non-cleared personnel from industry, academia and National government entities.

¹¹ The HN is responsible for management and execution, to include acquisition, contracting or vendor management, and through-life support, of Programmes and associated projects.

NATO UNCLASSIFIED RELEASABLE TO THE INTERNET
HQ Supreme Allied Commander Transformation
RFI-ACT-SACT-24-67

framework, as well as any specific support arrangements that would be required.

4.3.6. Other relevant materials (e.g., brochures, specification sheets, photographs, illustrations, technical descriptions, etc.) that describe your capability are welcome. Responses may include URL links to relevant materials. Companies are encouraged to not include marketing informational materials that do not relate to the capabilities requested in this RFI as it will be discarded.

4.3.7. Response limited to a single main document and enclosures for a **total not-to-exceed fifteen (15) pages** (material provided as per paragraph above are not included in the total). 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)>_AW CPP RFI_<date in YYYYMMDD format>.<filename extension (3 or 4 characters)>.**

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

4.4.1. 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

4.5.1. Responses to this RFI must be received by **1000 hours EDT, Norfolk, Virginia, USA on Friday, 28 June 2024**. The responses shall not contain any classified information. HQ SACT reserves the right to seek clarification on submissions.

5. CLARIFICATIONS AND QUESTIONS

5.1. Inquiries of a technical nature about this RFI shall be submitted by e-mail solely to the aforementioned POCs by **1000 hours EDT, Norfolk, Virginia, USA on Friday, 07 June 2024**. 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>.

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

NATO UNCLASSIFIED RELEASABLE TO THE INTERNET
HQ Supreme Allied Commander Transformation
RFI-ACT-SACT-24-67

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.

6.2.1. 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.

6.2.2. 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 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.

6.2.3. 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.

6.2.4. 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

NATO UNCLASSIFIED RELEASABLE TO THE INTERNET
HQ Supreme Allied Commander Transformation
RFI-ACT-SACT-24-67

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

6.3.1. Proprietary information, if any, should be minimized and clearly marked as such. HQ SACT will treat proprietary information with the same due care as the command treats its own proprietary information. HQ SACT will exercise due care to prevent its unauthorized disclosure. Please be advised that all submissions become HQ SACT property and will not be returned.

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

7.1. This is a RFI only. The purpose of this RFI is to involve industry and nations through collaboration, for their input to NATO's requirement for an AW 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.**