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



REQUEST FOR INFORMATION

RFI-ACT-SACT-25-106

**Information for Analysis of Alternatives
for Situational Awareness (SA) for Multi Domain Operations (MDO)**

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 Situational Awareness For Multi Domain Operations.

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

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General Information	
Request For Information No.	25-106
Project Title	Information for Analysis of Alternatives for Situational Awareness (SA) For Multi Domain Operations (MDO)
Due date for questions concerning related information	9:00am EST 7 November 2025
Due date for submission of requested information	9:00am EST 1 December 2025
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	Mr. Robert Friend E-mail: robert.friend@nato.int Tel: +1 757 747 4433 Ms. Catherine Giglio E-mail: catherine.giglio@nato.int Tel:+1 757 747 3856
Technical Points of Contact	Name: Rene Landreau (Programme Director) e-mail : rene.landreau@nato.int Tel : +1 757 747 3517 Name: Michael Adams (Programme Analyst) e-mail : michael.adams@nato.int Tel : +1 757 747 3162 Name: Kamil Akel (Programme Analyst) e-mail : kamil.akel@nato.int Tel : +1 757 747 3796
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.	

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1. INTRODUCTION

Headquarters Supreme Allied Commander Transformation (HQ SACT) is issuing this Request for Information (RFI) in order to engage with industry to conduct a current state of abilities for commercial industry to provide solutions to NATO capability requirements. The intention is to evaluate what could be immediately available, the art-of-the-possible, and current state-of-the-art capabilities with respect to SA For MDO systems, products, services, technologies, and methodologies.

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 and an analysis of potential alternatives related to the implementation of the SA for MDO Capability Program Plan (CPP).

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 purpose of SA for MDO is to improve situational awareness through seamless cross-domain, cross-function, and cross-command information sharing, aiming to provide Commanders and their Operations Centres with current, relevant, accurate, secure, and comprehensive information required for decision-making.
- 2.2. This initiative is also anchored in Political-Military Advice on the Alliance Concept for Multi-Domain Operations and NATO's Digital Transformation Implementation Strategy both of which emphasize the need for digital enablers that provide decision-advantage, enhanced Command and Control, and resilient information sharing across all levels.

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.

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3. PROJECT DESCRIPTION

3.1. Vision

3.1.1. The aim of the SA for MDO Program is to strengthen NATO's capacity for Multi-Domain Operations by fusing operational information from all domains, functions, and commands into a single, real-time picture. This will enable faster, better-informed decision-making, ensure seamless interoperability with the NATO Digital Backbone and COI services, and support the transformation of SHAPE and its subordinate commands into a fully integrated Strategic Warfighting Headquarters.

3.1.2. The implementation of SA for MDO requires coherent alignment with other related and interconnected work strands. Therefore, based on SA for MDO operational and associated Capability Requirements (CRs), NATO is issuing this RFI to gain a better understanding of the national capabilities (GOTS/MOTS solutions) and of the commercial market and that is to provide this capability that NATO could potentially use to acquire SA For MDO solutions that meet the CRs.

3.2. Objectives

3.2.1. NATO has started developing the capabilities required for SA for MDO to align with the ORs which were stated in the ORS.

3.2.2. With the development of capabilities, NATO SA for MDO implementation efforts will neither supersede any existing NATO processes, nor impact initiatives that are not the responsibility of the NATO SA for MDO community. NATO SA For MDO efforts will rather support these processes and initiatives where applicable, thus avoiding any duplication of efforts.

3.2.3. The NATO SA for MDO Programme oversees implementing SA For MDO capabilities by leveraging assets and resources coming from related NATO Programmes and leveraging also the SA for MDO capabilities, assets, and resources coming from Nations, their Industry, and their Academia, and finally filling the gaps of missing capabilities, assets, and resources needed to achieve the NATO SA for MDO MORs (Military Operational Requirements).

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3.2.4. Allied Command Transformation (ACT) is surveying Industry and Academia to understand what solutions may be able to support NATO's SA For MDO requirements.

3.2.5. This survey seeks to gather information from Industry and Academia on existing SA For MDO solutions, as well as those in development that could potentially be procured by NATO.

3.3. Expected Benefits to Respondents

3.3.1. Market research to increase services provided that could broaden future market and client base.

3.3.2. Potential to broaden into military sector and international market.

3.4. Expected Benefits to NATO

3.4.1. Resilient and persistent SA For MDO capability solutions that meet current NATO Operational and Capability Requirements.

3.4.2. Increased strategic advantage over potential threats.

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.

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. Identify current services your company offers, which most closely match the capabilities, specified in this RFI and the questionnaire posted on HQ SACT P&C website (<https://www.act.nato.int/opportunities/contracting>) with the same title of this document, or portions of.

4.3.4. Available product brochures, specification sheets, photographs, illustration and technical descriptions that describe your company's current services are welcome.

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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.

4.3.5. Response limited to a single main document and enclosures for a total not-to-exceed 15 pages (material provided as per paragraph above not included).

4.3.6. 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).

4.3.7. Submissions should be named according to the following convention:

<Respondent company name; maximum of 12 characters>_SA_For_MDO_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.

4.3.8. Responses shall not be classified above NATO UNCLASSIFIED.

4.3.9. 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 does not seek any non-binding Rough Order Magnitude (ROM) price estimates within this RFI. The results of responses will be reviewed, and ACT will further reach out to those respondents who meet the certain NATO requirements to gain information on any pricing or ROM for the solutions provided. 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.

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4.5. Response Due Date

Responses to this RFI must be received by **0900 am EST on 1 December 2025**. 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 **0900 am EST 7 November 2025**. 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 **7 November 2025** to allow for appropriate response time prior to the **1 December 2025** 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 (AoA) 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.

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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 there is 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 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:

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- 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 an RFI only. The purpose of this RFI is to involve industry, academia and nations through collaboration, for their input to NATO's requirement for commercial SA For MDO services. 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 an RFI, and not an RFP of any kind.**