

HQ Supreme Allied Commander Transformation

RFI-ACT-SACT-19-79

Headquarters Supreme Allied Commander Transformation
Norfolk Virginia



**REQUEST FOR INFORMATION
RFI-ACT-SACT-19-79**

This document contains a Request for Information (RFI) Call for Industry input to the development of the NATO Warfighting Capstone Concept.

Suppliers 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 19-79	
General Information	
Request For Information No.	19-79
Project Title	Request for industry input to the NATO Warfighting Capstone Concept
Due date for submission of requested information	15 December 2019
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	1. Tonya Bonilla e-mail : tonya.bonilla@act.nato.int Tel : +1 757 747 3575 2. Catherine Giglio e-mail : catherine.giglio@act.nato.int Tel:+1 757 747 3856
Technical Points of Contact	1. Mark Tocher, e-mail : mark.tocher@act.nato.int Tel : +1 757 747 3275

1 - INTRODUCTION

1.1 Summary. Headquarters Supreme Allied Commander Transformation (HQ SACT) is issuing this Request for Information (RFI) in order to engage with industry and academia. The NATO Warfighting Capstone Concept (NWCC) will focus on the design, development and delivery of the Alliance's coherent Military Instrument of Power (MloP) over a time horizon of 20 years. The intention is to establish the art-of-the-possible and state-of-the-art with respect to technologies and concepts in the area of future warfighting.

1.2. This request for information does not constitute a commitment to issue a future request for proposal (RFP). The purpose of this request is to involve industry and academia through collaboration, in an examination of future capabilities and concepts related to improving capabilities, concepts and other components of DOTMLPFI¹ to prepare the Alliance MloP for operations in the future battlespace in 20 years. 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. Further, respondents are advised 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.

¹ Doctrine, Organisation, Training, Materiel, Leadership, Personnel, Facilities, Interoperability

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2 – GENERAL BACKGROUND: ACT Framework for Collaborative Interaction (FFCI)

2.1 ACT has implemented a Framework for Collaborative Interaction (FFCI) to increase opportunities for industry and academia to contribute to ACT capability development efforts through collaborative work. Such collaboration enables HQ SACT, and NATO as a whole, to benefit from 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 industry / academia with an improved understanding of NATO's perspective on the future environment, concept and capability requirements, and development challenges to be addressed by HQ SACT. Potential collaborative projects are on specific topics of mutual interest to both parties, but shall be restricted to collaborations in non-procurement areas. Several mechanisms have been developed to support the initiation of collaborative projects between industry/academia and ACT, ranging from informal information exchanges, workshops, studies or more extensive collaboration on research and experimentation.

2.2 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.

2.3 No FFCI agreement is required to respond to this RFI.

3 - DESCRIPTION OF THE PROGRAMME

3.1 NWCC. The NWCC will be a threat-informed, risk and opportunity-based document focused on building and maintaining decisive military advantage. It will address the characteristics, performance abilities and capabilities the Alliance's military instrument of power should possess so that it remains relevant, effective and can be successfully employed in the evolving battlespace.

3.2 Intent/Objectives.

The NWCC will support Allies' and NATO Military Authorities' collective understanding of what is necessary to fight and win in the future. The NWCC will establish a steady path of warfare development, agreed by the Allies, and help improve coherence of activities across the Alliance.

3.3 Expected benefits to respondents

Industry participants will have the chance to share information on emerging and emergent technologies, concept development and the evolving future battlespace. Industry and academia will gain a greater understanding of NATO's requirements.

3.4 Expected input from industry/academia.

Concepts, technologies and other input related to the development of NATO's warfighting capacity out to a time horizon of 20 years.

4 - REQUESTED INFORMATION

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4.1 The NWCC will be developed around the analysis framework described below. Responses to this RFI could focus on one or more of the questions posed within the framework including through the application of technology, conceptual development or other approaches to warfighting in the complex and evolving battlespace foreseen to exist in 20 years.

4.2 'Out-think'

- How can the Alliance improve the understanding of the evolving battlespace and the actors, environments and technology it will comprise?
- How do we get better at anticipating the strategic shocks and strategic surprises?
- How do we get ahead of 'the game' by shaping the future operating environment (as opposed to being shaped by it)?

4.3 'Out-excel'

- How can the Alliance nurture a MloP-wide military ethos/culture/mindset that is imbued with persistent readiness at all levels to shape/contest/fight in all threat environments?
- What kind of leadership will we need in the future operating environment?
- How do we get the right people with right skills into the MloP?

4.4 'Out-fight'

- How do we design and develop the MloP so that the Alliance has pre-eminent forces that can operate decisively within and across all domains and deliver joint effects to prevail in conflict?
- What would a MloP look like that could deliver dominance across a number of domains to shape the battlespace or contest/fight the adversary?
- What should be the combination of joint kinetic / non-kinetic and lethal / non-lethal fires and effects to allow the Alliance to prevail decisively in a complex battlespace?

4.5 'Out-last'

- How do we ensure that the Alliance MloP can operate in contested or denied environments?
- What should be the right balance between survivability of critical infrastructure / degree of risk acceptance / consequence management?
- How to develop the resilience of military forces and the civil society in a mutually reinforcing manner? Do we need to consider building 'safe havens' around vital hubs in some domains?

4.6 'Out-partner'

- How to mind and close the gaps in interoperability among Allies bearing in mind a growing technological gap between haves and have nots, and legacy systems and new systems?
- What kind of connections will MloP require with other IoPs (Diplomatic, Information, and Economic), civil society and industry to be able to shape/contest/fight?
- What will be required for the MloP to operate effectively with partners and other International Organisations and Non-Governmental Organisations?

4.7 'Out-pace'

- What is needed for the MloP to be able to generate, in a timely manner, credible military options to enable political decision making and seize the initiative?
- How to ensure rapid deployment and employment of Alliance forces in order to stay inside an opponent decision cycle?
 - What should be the appropriate design of Alliance MloP in terms of the mix of conventional, missile and nuclear capabilities and advance technology so that it remains ahead of any adversary?

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4.8 Answers to the RFI.

The answer to this RFI may be submitted by e-mail to the Points of Contact listed above.

4.6 Follow-on.

4.6.1 Responses will be used by HQ SACT to support the development of the NWCC. There is an intent at some point in the spring of 2020 to bring together respondents and others in a collaborative workshop environment to further elaborate and consolidate feedback into the NWCC.

4.6.2 A response, or lack of, will not advantage or prejudice any respondent in the event there is a competitive bidding process later as part of the NWCC programme of work.

4.8 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, and will exercise due caution to prevent its unauthorized disclosure. Please be advised, all submissions become HQ SACT property and will not be returned.

4.9 Questions. Questions of a technical nature about this RFI announcement shall be submitted by e-mail solely to the above-mentioned POCs. Accordingly, questions in an e-mail shall not contain proprietary and/or classified information. Answers will be posted on the HQ SACT P&C website at:
www.act.nato.int/contracting.

4.10 Response Date. 10 January 2020

4.11 Summary. This is a RFI only. The purpose of this RFI is to involve industry/academia, through collaboration, to establish the art-of-the-possible and state-of-the-art with respect to technologies and concepts in the area of future warfighting with a time horizon of 20 years. 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.

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