

HQ Supreme Allied Commander Transformation  
Request for Information 14-13

<b>General Information</b>	
<b>Request For Information No.</b>	14-13
<b>Project Title</b>	Call for Interest in Industry Involvement during NATO EXERCISE TRIDENT JUNCTURE 2015
<b>Due date for submission of requested information</b>	12 December 2014
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## **Call for Interest in Industry Involvement during NATO EXERCISE TRIDENT JUNCTURE 2015**

### **Description**

1. HQ Supreme Allied Commander Transformation (HQ SACT) is issuing this Request for Information (RFI) announcement in order to determine what level of interest may exist for industry involvement during Exercise TRIDENT JUNCTURE 15 (TRJE) and to build a pool of interested companies for future NATO major exercises.
2. This RFI DOES NOT constitute a current Request for Proposal (RFP) or a commitment to issue a future RFP. HQ SACT is not seeking proposals at this time, and will not accept unsolicited proposals with respect to this RFI. 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.

### **Aim of the RFI**

3. The aim of the RFI is to generate a pool of interested companies which may be used to nominate participating companies for TRJE and subsequent major NATO exercises.

### **Expected Input From Industry**

4. The expected input from industry is to confirm their interest in participating in TRJE and future NATO major exercises by completing the attached template. In general, the template asks questions related to their product or service and how their product or service could contribute to the Connected Forces Initiative ([www.nato.int/cps/en/natolive/topics\\_98527.htm](http://www.nato.int/cps/en/natolive/topics_98527.htm) and below). The template also asks what aspects of TRJE the company would like to be involved in.
5. ACT values ideas and information provided by industry and seeks significant involvement during NATO exercises to bring this dialog as close as possible to military operations realities and challenges. TRJE will be the largest NATO exercise outside of operational theatres since 2002. During TRJE, selected members of industry might be invited to participate in the exercise as special visitors. The industry involvement in NATO exercises means bringing insights and perspectives to better support NATO continuous efforts in improving the relevance, interoperability, and readiness of NATO capabilities.

### **Industry Involvement Initiative for NATO Exercises**

6. SACT has started a new program for industry called Industry Involvement Initiative for NATO Exercises (I3X). The aim of this new initiative is to welcome and encourage innovation by allowing industry to have a much better foundational understanding of how NATO exercises are initiated, planned, executed and evaluated. Industry participation will be offered in the Trident series of exercises starting with TRJE. The following are the core aspects of the programme:
  - a. **Values** – The initiative is based on the Framework For Collaborative Interaction (FFCI) principles and will be conducted in accordance with NATO policy and ACT directives. It aims at promoting and establishing collaboration between participating companies, Allied armed forces, and NATO staffs. ([www.act.nato.int/ffci](http://www.act.nato.int/ffci))

- b. **Implementation** - During Computer Assisted Exercises (CAX) and/or Live Exercise (LIVEX), selected companies may send visitors (essentially “embedded” in the exercise), receive special briefings, participate in facilitated sessions, receive training, get qualitative comments from field users and better understand the requirements.
- c. **Audience** - The audience should be aligned with the modus operandi of each activity, which means that I3X is aimed at engineers and scientists, and technology / equipment developers (i.e. middle management and / or experts).
- d. **Venue** - As special visitors, selected industry will be invited for several days (approximately 3) to allow fulfilment of the objectives listed in “Industry Opportunity” below.
- e. **Funding** – I3X is a collaborative approach based on the FFCI rules, including the “costs lie where they fall” principle for funding.
- f. **Participating Companies** – According to the openness principle as described in FFCI, this RFI has been released to ensure that all companies established in NATO nations will have an opportunity to make their wishes known if they want to participate. As an initial target, HQ SACT seeks representatives from up to 20 selected companies for TRJE. Companies will bear the costs for their involvement.
- g. In accordance with NATO policy, when companies are nominated by Allied Command Transformation for participation in TRJE, SACT will forward those company names to NATO HQ for endorsement by the Military Committee and approval by the North Atlantic Council. **ONLY THE NORTH ATLANTIC COUNCIL CAN AUTHORISE INDIVIDUAL COMPANY INVOLVEMENT IN TRJE.**

### **Industry Opportunity**

- 7. There is an opportunity for industry to participate in TRJE. This opportunity may be made up of several different activities that are listed in the template. For example:
  - a. NATO I3X workshop before TRJE,
  - b. Special visitor for multiple days at either (these visits have not been finalised and are for illustrative purposes only):
    - i. Main headquarters in Spain,
    - ii. Amphibious landing site in Spain,
    - iii. Amphibious landing site in Portugal,
    - iv. Control headquarters at the Joint Warfare Centre in Stavanger, Norway (Command Post eXercise (CPX) only),
    - v. One of the national contingents, or
    - vi. Air headquarters in Italy,
  - c. Special visitor to participate in the following (these activities have not been finalised and are for illustrative purposes only):
    - i. Listen to operational briefings to exercise participants,

- ii. Participate in special facilitated sessions based on operational briefings,
  - iii. Interact with exercise training audience,
  - iv. Interact with control cell members,
  - v. Participate in special tours of the site facilities and briefings, and
  - vi. Socialise with control cell members and the training audience,
- d. The planning for the exercise is still in the early stages. Actual locations and actual activities for industry visitors will not be finalised until early in 2015. Through the attached template response, industry also has an opportunity to give feedback on other activities in which company representatives may wish to partake.

### **Company Characteristics**

8. It is envisioned that the attendance of industry as special visitors would become institutionalised in all major NATO exercises. As TRJE is a CFI activity, the initial pool of industry should be those that are working to provide the same or similar products and services that NATO is developing in its CFI Technology domain. The current CFI Technology priorities are as follows:
- a. Identified solutions for the development of the next generation of NATO core simulation capabilities in support of NATO operations, exercises and training,
  - b. Identified solutions for the development of the next generation of NATO core simulation capabilities in support of analysis,
  - c. Identified solutions for the development of the next generation of NATO core simulation capabilities in support of individual training and education,
  - d. Informed and identified solutions for education and training on languages,
  - e. Informed and identified solutions for education and training on cross-cultural aspects of operations,
  - f. Solutions identified for education, training and exercises based on new media,
  - g. Solutions to enhance the current NATO e-Learning capability,
  - h. Requirements informed, developed concept and technological options for exercises on demand or “à la carte,”
  - i. Validated and demonstrated technological solutions to enhance the capability to provide an operating base at sea. This would include, among others, considerations on: bandwidth, interoperability among military services, and logistic solutions,
  - j. Identified solutions based on examination of new technologies in simulation in support of exercises and training of the NATO Command Structure (NCS – personnel and units on fulltime service with NATO) and NATO Force Structure (NFS – multinational units on part time service with NATO, or

- k. Identify solutions for the connection of NATO and national training capabilities.

### **Practical Considerations**

9. As the actual event is more than one year away and the Main Planning Conference will not be held until November 2015, some aspects of activities, dates and locations are likely to change. Security and other arrangements are still being finalised and may include a non-disclosure agreement.
10. The location of the exercise will be Spain, Portugal and Italy. It is likely that the main headquarters will be in Spain. Exact location to be determined.
11. As this initial opportunity is in fact an experiment, to ensure that industry receives the best possible experience during TRJE, attendance is being limited to one visitor per company. Based on RFI replies and the needs of NATO, it is expected that about 20 companies would be invited to TRJE by HQ SACT.
12. The dates of TRJE are 3-16 October 2015 (CPX/CAX) and 21 October – 6 November 2015 (LIVEX).
13. There will be a two day NATO I3X workshop held in August or September 2015 in Europe. This workshop will be mandatory attendance for those wishing to attend TRJE as industry special visitors. Topics to be covered will include:
  - a. NATO roles and structures,
  - b. NATO 2020,
  - c. Connected Forces Initiative (CFI),
  - d. TRJE organisation and objectives,
  - e. Review of exercise scenario and possible injects,
  - f. How exercise planning is conducted,
  - g. How simulation is used on NATO exercises,
  - h. Security – what you can do and what you cannot do,
  - i. Rank definition and recognition, and
  - j. Personal administration and conduct.
14. The planned industry special visitor dates at the main HQ are provisionally:
  - a. 7-9 October (NATO Secret personal clearance required).
  - b. 12-14 October (NATO Secret personal clearance required).

- c. 24-26 October.
  - d. 28-30 October (NATO Secret personal clearance required).
15. Dates for industry visitor days at sites other than the main HQ are to be determined.
16. Selected companies must agree to participate under the principles of FFCI.
17. Industry visitors are responsible for their own transportation to and from the exercise area. Internal exercise transportation will be provided. Visitors are responsible to pay for their own meals and accommodations. Accommodations and meals may be on the economy or provided by the exercise. If the amenities are provided by the exercise, a conference fee will be charged.

### **Connected Forces Initiative**

18. CFI is a major part of Allied efforts to achieve NATO Forces 2020<sup>1</sup>. It is an Alliance-wide programme providing a philosophy, focus and means through which to enhance and sustain NATO's military preparedness and operational ability. On the one hand, CFI is seen as a series of interlinked activities involving education and training, including exercises; the NATO Response Force (NRF); and technology. On the other hand, it looks to inject the fundamental requirements of "communicate, practise and validate" throughout the Alliance.
19. CFI provides for Allies an alternative to the operational focus of the last decade. Coherent education and training is the bedrock for the development of individuals and teams so they have the cognitive ability to understand complex situations, people and cultures, and are comfortable with ambiguity and risk. Relevant and forward-looking NATO doctrine and common procedures will enhance interoperability.
20. CFI seeks to connect Allied forces to enhance and sustain interoperability; to connect NATO with others to facilitate interagency actions on operations in the modern environment within a comprehensive approach<sup>2</sup>; and to connect with Partners to enable cooperative security in accordance with the Alliance's Strategic Concept. The combination of NATO Command Structure (NCS – personnel and units on fulltime service with NATO) and NATO Force Structure (NFS – multinational units on part time service with NATO) headquarters and units will provide a framework for the deployment and incorporation of modern, targeted technology to support operations and training.

### **NATO Synthetic and Live Exercise – TRJE**

21. **Introduction.** Allies will conduct a high-visibility NCS/NFS synthetic and live exercise in 2015. This single exercise will consist of two parts, a multilevel, joint, multinational computer assisted command post exercise for the higher echelons of the chain of command and a joint live exercise for tactical units. While the incoming stand-by force NRF will be at the heart of the exercise, other joint, enabling and single service capabilities will be deployed to bring the

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<sup>1</sup> [www.nato.int/strategic-concept/expertsreport.pdf](http://www.nato.int/strategic-concept/expertsreport.pdf)

<sup>2</sup> [www.natolibguides.info/comprehensiveapproach](http://www.natolibguides.info/comprehensiveapproach)

force for the live exercise to land divisional scale, plus other appropriately scaled components. The approximate size of the exercise is 22,000 persons.

22. **Outline Construct.** Allied Command Transformation (ACT) and Allied Command Operations (ACO) outline construct of TRJE, is:
- a. In order to test a full chain of command (military strategic C2, joint operational C2, component higher tactical C2, subordinate formations and units tactical C2), exercising headquarters and forces will be drawn from the NCS and NFS.
  - b. Given lessons identified about the difficulties inherent in trying to exercise many levels simultaneously, the single exercise will be divided into two, fully linked, synthetic and live parts with a common scenario.
  - c. A synthetic environment will be created for the computer assisted command post part with the training audience at the strategic, operational and higher tactical levels. The follow-on, joint live exercise part will be conducted with the training audience at component headquarters level and below.
23. **Scenario.** The exercise will be based on a crisis response operation. It will be challenging, built on lessons and experience drawn from recent operations, include high-intensity operations and the use of military capabilities in contemporary situations. Crisis response operations have a greater “contingency” feel. An exercise in this vein would match NATO’s move from a campaign to contingency posture, and reflect the Alliance’s intent to illustrate its capability to act in an uncertain future security environment.

### **Security Clearance**

24. All industry special visitors except those selected for the 24-26 November 2015 session at the main HQ (see paragraph 14 above) will need a valid NATO SECRET security clearance. Companies or individuals not in possession of a SECRET security clearance should contact their appropriate national authorities for guidance.

### **Timeline**

25. The following timeline will be used:
- a. 12 December 2014 – RFI #2 submission due to HQ SACT,
  - b. January 2015 – nominated company names forwarded to NATO HQ,
  - c. February 2015 – approximate date that companies notified of invitation to participate in NATO major exercises,
  - d. August or September 2015 – ACT conducts “NATO 101 Workshop” in Europe. This will be mandatory for all industry visitors,
  - e. 3-16 October 2015 – CPX/CAX,
  - f. 21 October – 6 November 2015 – LIVEX, and

- g. November/December 2015 – HQ SACT conducts after action review of industry involvement and requests industry opinion.

### **Requested Information**

- 26. See attached template to be completed. In addition, please submit an information paper of not more than 500 words stating why your company should be part of the pool of interested companies which may be used to nominate participating companies for TRJE and subsequent major NATO exercises. Also, in the information paper show what benefits NATO may receive if your company is selected for the pool.

### **Handling of Proprietary information**

- 27. Proprietary information, if any, should be minimized and clearly marked as such. Please be advised that all submissions become HQ SACT property and will not be returned.

### **Questions**

- 28. Questions of a technical nature about this RFI announcement shall be submitted by email solely to the above mentioned contracting and technical POCs. Accordingly, questions in an e-mail shall not contain proprietary or classified information. HQ SACT does not guarantee that questions received after 21 Nov 14 will be answered. Answers will be posted on the HQ SACT P&C website at: <http://www.act.nato.int/contracting-procurements>

### **Response Date**

- 29. Received no later than 1700 hours Zulu or Greenwich Mean Time on 12 December 2014.

### **Summary**

- 30. THIS IS A REQUEST FOR INFORMATION (RFI) ONLY. The purpose of this RFI is to involve Industry, through collaboration, in TRJE. It does not create contractual rights or obligation nor does responding to the RFI confer any advantage on future solicitations or RFPs.
- 31. 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 a RFI, and not a RFP of any kind.

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