ΕΛΛΗΝΙΚΗ ΔΗΜΟΚΡΑΤΙΑ
Μόνιμη Αντιπροσωπεία της Ελλάδος
στο ΝΑΤΟ

Αρμόδιος:	Ασμχος (ΜΕ) Δημήτριος Κανταρτζόγλου	Βρυξέλλες,	04 Μαρτίου 2021
Τηλ.:	+32 2 707 6734	Α.Π.:	1091
Ηλεκ. Δνση:	**d.kantartzoglou@grdel-nato.be**		

ΠΡΟΣ:	ΥΠΕΘΑ/ΓΔΑΕΕ/ΔΑΕΤΕ	(μ. ΓΕΕΘΑ)
ΚΟΙΝ.:	ΥΠΕΞ/Δ' Γεν. Δ/ντη	
	ΥΠΕΞ/Δ2 Δ/νση	
	ΓΕΕΘΑ/Γ2	(μ. ΓΕΕΘΑ)
	Υπουργείο Ανάπτυξης /Γενική Γραμματεία Εμπορίου Πλ.Κάνιγγος	(μ.η.)
	Υπουργείο Ανάπτυξης /Γενική Γραμματεία Βιομηχανίας /Δνση Διεθνών Βιομηχανικών Σχέσεων Πλ.Κάνιγγος	(μ.η.)
	Τεχνικό Επιμελητήριο Ελλάδος /Δνση Ε Επαγγελματικής Δραστηριότητας, Νίκης 4	(μ.η.)

ΘΕΜΑ: Αίτηση για Παροχή Πληροφοριών RFI-ACT-SACT-21-37 για το Αντικείμενο: «NATO's Enablement Support Services (ESS)»

     1. Διαβιβάζεται, συνημμένως, αίτηση Συμμαχικής Διοίκησης Μετασχηματισμού (ACT) για συμμετοχή Βιομηχανίας σε έρευνα και παροχή πληροφοριών (Request for Information/RFI) για εν θέματι αντικείμενο.

     2. Καταληκτική ημερομηνία υποβολής προτάσεων ενδιαφερομένων ορίζεται η 31η Μαρτίου 2021.

     3. Ενδιαφερόμενοι δύνανται αναζητήσουν πληροφορίες μέσω καθοριζομένων σημείων επαφής (Point of Contact/POC, βλ. πίνακα, σελ.2 αίτησης).

     4. Παρακαλούμε για ενέργειές σας προς ενημέρωση Βιομηχανίας.

ΛΑΜΠΡΙΔΗΣ

Συν. Σελ: 15

ΑΚΡΙΒΕΣ ΑΝΤΙΓΡΑΦΟ
Ο υπάλληλος της Μ.Α. ΝΑΤΟ
Σταύρος Τσάκωνας
ΕΠ&ΠΛ.Α΄

RFI-ACT-SACT-21-**37**

Headquarters Supreme Allied Commander Transformation
Norfolk Virginia

REQUEST FOR INFORMATION RELATING TO ENABLEMENT SUPPORT SERVICES
RFI-ACT-SACT-20-37

This document contains a Request for Information (RFI) Call for Industry input to NATO's Enablement Support Services.

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RFI-ACT-SACT-21-**37**

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

HQ Supreme Allied Commander Transformation RFI 21-37 General Information	
Request For Information No.	21-37
Project Title	Request for industry input to NATO's Enablement Support Services (ESS)
Due date for submission of requested information	31 March 2021
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. Ms Tonya Bonilla e-mail : tonya.bonilla@act.nato.int Tel : +1 757 747 3575 2. Ms Catherine Giglio e-mail : catherine.giglio@act.nato.int Tel :+1 757 747 3856
Technical Points of Contact	1. Captain (USN) Allen Rivera, e-mail : Allen.Rivera@act.nato.int Tel +1 757-747-3407 2. Nick Rose, e-mail : Nicholas.rose@act.nato.int Tel : +1 757 747 3387

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. The intention is to establish the art-of-the-possible and state-of-the-art with respect to technologies and products in the area of NATO Enablement (Logistics, Medical, and Military Engineering) Command and Control in order to support NATO Governance decision-making on Common-Funded Capability Development.

1.2. This RFI does not constitute a commitment to issue a future Request for Proposal (RFP). The purpose of this request is to engage industry collaboration, in an examination of future capabilities related to Enablement Command and Control and with a focus on the technologies and commercial products. 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 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.

RFI-ACT-SACT-21-**37**

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 capability requirements and the associated issues and development challenges to be addressed by HQ SACT. Potential collaborative projects are on specific topics that are of mutual interest to both parties but shall be restricted to collaborations in non-procurement areas. Several mechanisms exist 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. More extensive information on the ACT FFCI initiative can be found on the ACT web site being developed to support FFCI projects at http://www.act.nato.int/ffci.

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

3 - DESCRIPTION OF THE PROGRAMME

3.1. The Enablement Support Services (ESS) programme is a reset of the NATO Logistics Functional Services (LogFS) Capability Package, consisting of Logistics, Medical, and Military Engineering streams. The ESS programme will provide software support to the Enablement Command and Control process during operations.

3.2. The NATO ESS programme is currently at the stage of developing a consolidated, comprehensive programme plan that will deliver a required capability as detailed in the programme's Capability Requirements Brief. This plan will direct the necessary actions across the NATO-recognised lines of development including doctrine, organisation, training, materiel (including software), leadership, personnel, facilities and interoperability. This is NATO's Capability Programme planning stage within the new NATO Common-Funded Capability Delivery Governance Model. The new NATO Common-Funded Capability Delivery Governance Model includes decision points on the:

- Requirement (via the Operational Requirements Statement), which sets the programme mandate from an operational perspective, expressing operational needs and gaps

- Viability of a capability-based programme to satisfy the requirement (via the Capability Requirements Brief), which sets the programme brief and vision (including high-level requirements, and rough order of magnitude of cost and calendar); and

- Establishment of a programme to deliver capabilities and to drive the transformational change via the Capability Programme Plan (CPP).

3.3. Among other aims, the CPP will determine options through an analytical comparison of the operational effectiveness and life cycle costs of different alternatives under consideration to satisfy the requirements. The Analysis of Alternatives (AoA) also includes consideration of the possibility of "Adopt"-ing a solution (from Nations), "Buy"-ing (acquiring an off-the-shelf solution from Industry), or "Create"-ing (contracting the development of a solution bespoke to NATO). The AoA assists decision makers to identify alternatives that offer the Alliance value for money.

3.4. To achieve the aims of the CPP, an RFI is necessary to determine relevant technologies and products existing within the Commercial market (as part of the consideration of "Buy"). This request is intended to identify prospective (sub-) systems or products, for which the team may need to conduct additional in-depth discussions. This is not a formal request for submissions as part of a procurement; it is intended to conduct an additional in-depth survey to determine possible systems or products, which should be identified in the development of the CPP.

3.5. To support the transformational change embodied in ESS, the CPP needs a robust AoA across the Adopt, Buy, and Create landscape. This RFI is intended to give industry an opportunity to provide information that would allow NATO to determine potential benefits they might receive from a product or service.

4 - DESCRIPTION OF THE ESS CAPABILITY VISION

4.1. ESS will provide NATO commanders the greatest Logistics, Medical, and Military Engineering flexibility for the conduct of future NATO operations through coordinated Command and Control (C2) services across Logistics, Medical, and Military Engineering business processes. For this RFI, "C2" means the ability to plan (including modelling and simulation), choose, prepare, execute, assess, and adapt actions (e.g. military operations).

4.2. The ESS solution must provide consistent, coherent, and collaborative C2 using integrated and managed data, in static and deployed environments, integrating Alliance, NATO Nations, and non-NATO data sources, with managed access control. Non-NATO sources may be non-member countries with which the Alliance has established cooperation and partnership, international or non-governmental organizations, and the commercial sector.

4.3. To deliver this consistency, ESS will deliver a set of systems that facilitate reporting, modelling and simulation, analysis and visualization, data management, and collaboration across all three ESS domains (Logistics, Medical and Military Engineering).

4.4. With these enabling systems, ESS will enable the following domain-specific capabilities:

i. Logistics

a) Establishing, coordinating and satisfying capability and logistics resource requirements during the planning and execution of operations and sustainment.

b) Prioritizing, synchronizing and coordinating the flow of logistic resources and provision of services.

c) Coordinating activities across the network of interacting NATO and national operations logistics chains.

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d) Monitoring, assessing and adjusting the employment of logistic assets as the capacity of the support network to execute operations and sustainment dictates.

e) Assessing shortfalls of logistic resources and helping map the best approach for meeting those shortfalls.

f) Facilitating the analysis of logistic resources made available by Nations, NATO and civil actors.

ii. Military Engineering (across the five areas of expertise of MILENG: engineering, explosive ordnance disposal, environmental protection, military search and management of infrastructure, including contracted and civil engineering):

a) Enable efficient and effective planning and execution of military engineering tasks across all level of commands.

b) Establish reliable situational awareness.

c) Facilitate information sharing.

d) Enhance decision-making in order to prioritize, synchronize and coordinate effective MILENG support.

iii. Medical

a) Supporting the delivery and integration of Medical Support at the tactical and operational level and providing information and capabilities for medical planning at the operational and strategic level.

b) Prioritizing, synchronizing and coordinating of Medical support and medical services.

c) Facilitating information sharing and collaboration for a comprehensive civil-military cooperation in the health sector.

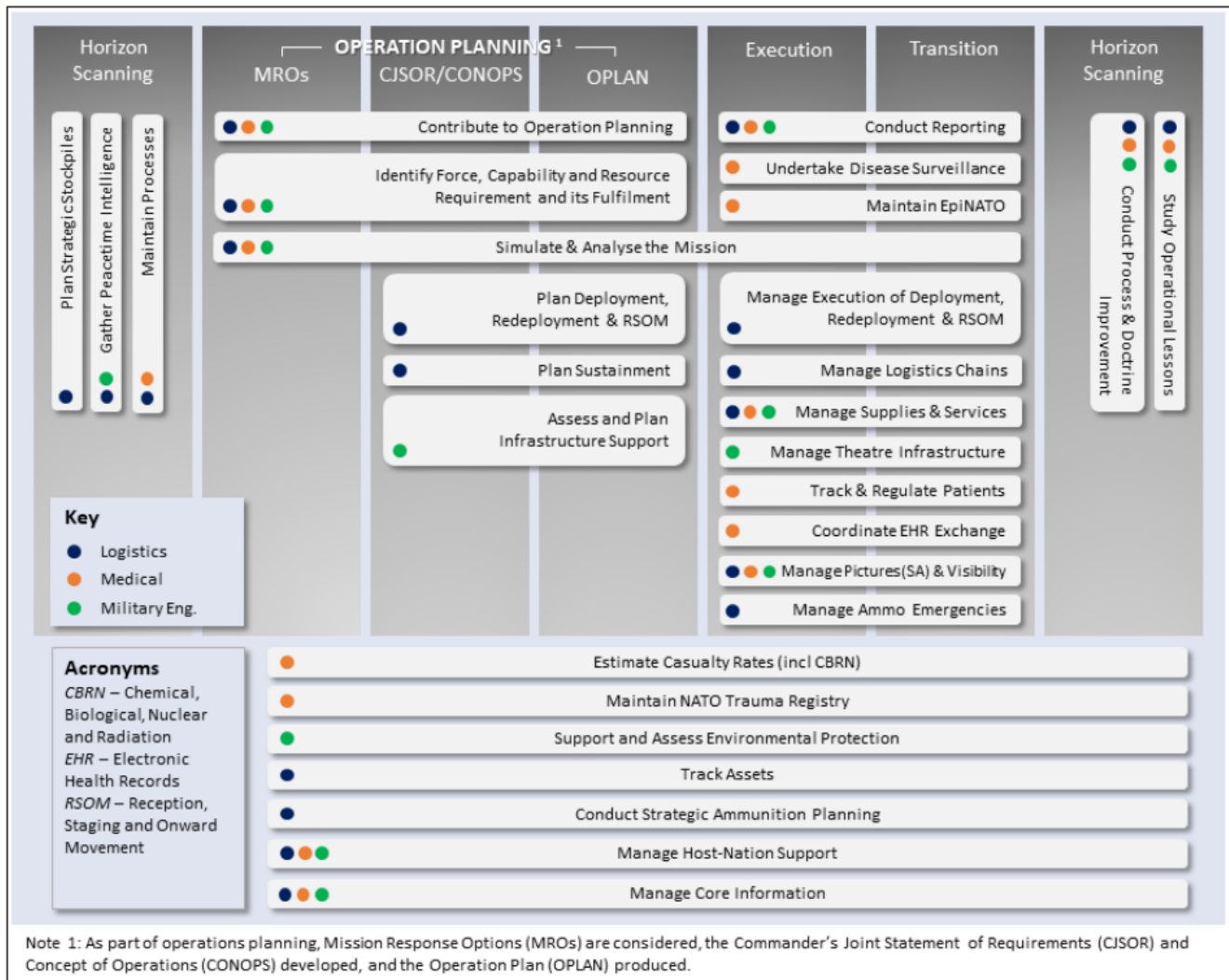4.5. Figure 1 shows these business processes at a high level.

Figure 1 – Logistic, Medical, and Military Engineering business processes supported by ESS.

Additional acronym descriptions are: "SA" – Situational Awareness, "EpiNATO" – NATO's epidemiological data management system.

4.6. Annex A further describes the business processes displayed in Figure 1.

5 - EXPECTED BENEFITS TO RESPONDENTS

5.1. Industry participants will have the chance to expose NATO Logistics, Medical, and Military Engineering operators and subject matter experts to state-of-the-art technologies and products.

6 - EXPECTED INPUT FROM INDUSTRY/ACADEMIA.

6.1. Expected input to this RFI is industry perspectives on relevant current and future technologies and products.

RFI-ACT-SACT-21-**37**

7 - REQUESTED INFORMATION

7.1. The information collected with this survey will be used in support of development and integration of ESS, conducted by HQ SACT. Industry partners offering potential solutions for ESS may be invited to participate in additional planning discussions to further understand the solution offered.

7.2. Questions and requests:

The ESS required business processes are depicted in Figure 1 above. With reference to the ESS high-level business processes:

i. Does your company have one or more software products that deliver all or part of the identified business processes? If so please describe the system(s) in general terms and state the business processes that are supported.

ii. Please give a brief overview of the systems' architectures.

iii. Has (have) your product(s) been used by a customer to deliver the stated business processes, or business processes that you consider to be similar? If so, please detail the customer use, the business or military environment, and the operational context.

iv. If your product(s) has (have) been used within a military environment, to what extent was compliance with NATO Federated Mission Networking (FMN) achieved? If so, which FMN spiral[1] is it compliant with?

v. Do your systems allow information exchange between different internal and external entities (e.g. between military logistical and operational agencies operating on the same network, or with non-governmental organizations or suppliers operating on different networks)? If so, please briefly explain how this is done.

vi. Do your systems feature information exchange between Logistics, Medical, and Military Engineering domains (or equivalent) for integrated command and control? If so, please briefly explain how this is done.

vii. Please confirm that you are open to further engagement about your product(s), and please provide a nominated point of contact.

8 - ANSWERS TO THE RFI.

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

9 - FOLLOW-ON.

9.1. The data collected in response to this RFI will be used to shape the ESS programme and recommend how parts or all of the ESS requirement will be procured sole-source or competitively tendered; or adopted from NATO National systems.

9.2. Further engagement may be requested to clarify responses and refine the acquisition strategy business case. This will be arranged on a case-by-case basis, dependent on the respondent's answer to question vii.

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[1] NATO Federated Mission Networking spiral definitions are available on request.

NATO UNCLASSIFIED

RFI-ACT-SACT-21-**37**

9.3. Provision of data, or lack of, will not prejudice any respondent in the event that there is a competitive bidding process later.

9.4. **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**.**

9.5. **Questions.** Two Question and Answer sessions will be held using GoToWebinar on 16th March. Please submit questions by email by end of 15th March. Further questions can be submitted during each call and will be addressed if there is time. Calls will be recorded, and the recordings will be released on the HQ SACT P&C website at: www.act.nato.int/contracting on 19th March and will be openly visible to all. Details for registration are below:

- First Session: 16th March, 0800-0930 EST | 1300-1430 GMT | 1400-1530 CET. Registration is available at this URL: https://attendee.gotowebinar.com/register/1604269242015389454

- Second Session: 16th March, 1000-1130 EST | 1500-1630 GMT | 1600-1730 CET. Registration is available at this URL: https://attendee.gotowebinar.com/register/6219940990093778446

Please register for the event by end of 15th March.

9.6. **Response Date**. 31 March 2021

9.7. **Response Format**. Responses must be submitted as a Microsoft Word or PowerPoint document. Responses are limited to ten (10) A4 / letter size pages (using at least a 10pt font).

9.8. **Summary.** This is a RFI only. The purpose of this RFI is to involve industry/academia, through collaboration, in an examination of future capabilities related to the Enablement Support Solution with a focus on technologies and commercial products**.** 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.

Tonya Bonilla

ACT Contracting Officer - Allied Command Transformation (ACT) NATO/HQ SACT

Tel: (757) 747-3575, **E-mail: tonya.bonilla@act.nato.int**

RFI-ACT-SACT-21-**37**
Annex A: ESS Business Process Descriptions

A.1. The statements below are high-level summaries of the business processes identified in Figure 1.

Business Process	Desired Functional Support
Assess and Plan Infrastructure Support and Manage Theatre Infrastructure	Enable MILENG planners to identify and assess functional infrastructure networks in support of strategic, operational and tactical planning, as well as the impact of force protection on infrastructure. Support planners in assessing the amount of expected damage on infrastructure and identifying courses of action to mitigate those effects. Plan, Assess and evaluate infrastructure maintenance to manage infrastructure conditions.
Conduct Process & Doctrine Improvement (All)	Provide the ability to identify lessons that contribute to the adaptation of policy, doctrine, tactics, techniques, procedures and business processes in order to ensure continuous improvement in Logistic, Medical and Military Engineering support to operations. Provide this ability through the collation, handling, manipulation and communication of Measures of Effectiveness and Measures of Performance data, during, and in the aftermath of an operation. Enable users to query, analyse and visualize this data.
Conduct Reporting (All)	Enable the management and execution of reporting requirements in accordance with established guidance, directives and orders. Reporting includes: • Managing and tracking reporting cycles; • Providing report status notifications; • Preparing, submitting, and processing reports; • Aggregating report data according to configurable rules to support hierarchical reporting and data analysis; and Analysing report data to calculate and visualise data trends using established Measures of Performance.
Conduct Strategic Ammunition Planning	Provide a single source of conventional munitions and explosives of NATO and partner nations' inventories to enable the identification of specific munitions and explosives during the planning of NATO operations, including the ability to identify alternatives, and provide access (including a search capability) to all standardized forms, operational standards, and related documentation.
Contribute to Operation Planning (All)	Provide an environment to enable collaborative planning within the context of a specific NATO operation in order to establish logistic, medical, and military engineering requirements, identify potential

NATO UNCLASSIFIED

	solutions and select appropriate solutions. The functionality will facilitate the preparation of specialised contributions to the Operations Planning Process and contribute to the preparation of orders, annexes and appendices. Such planning will support all stages of operations, in line with Allied Joint Publication 3.
Coordinate Electronic Health Records Exchange	Act as a facilitator / broker for the sharing of patient information to support medical treatment within applicable regulations for Personal Identifiable Information (PII) and Personal Health Information (PHI).
Estimate Casualty Rates (including Chemical, Biological, Radiological, and Nuclear environment)	Provide total battle casualty rate estimates, including battle casualties and disease and non-battle injuries, for defence planning scenarios, including Chemical, Biological, Radiological and Nuclear (CBRN) environments and non-CBRN environments.
Gather Peacetime Intelligence (Log)	Establish and maintain logistics reference data during non-crisis situations. Logistics reference data would include the likes of consideration of logistic preparedness, key logistic assets and stock levels of identified NATO classes of supply. Establish and maintain the host-nation support catalogue described under the "Manage Host-Nation Support" process below. Such maintenance may include adaptations to the catalogue in light of lessons learned or, for example, through simulations founded on data gleaned from Alliance operations, missions or exercises.
Gather Peacetime Intelligence (MilEng)	Provide an overview of adversary military engineer capabilities, troops and equipment. MILENG planners use this information for planning of MILENG-specific operations during operations and exercises. Provide information on transportation network capabilities across the entire area of operations (i.e., bridge Military Load Classification, roads conditions, railways, etc.) Provide information on geography features capabilities across the entire area of operations (e.g., rivers information, go/no go areas, etc.)
Identify Force, Capability and Resource Requirement and its Fulfilment (All)	Provide a central repository for NATO, national and regional LOG / MED / MILENG capabilities information, enabling nations to catalogue their capabilities and readiness to support NATO missions. Enable users to identify LOG / MED / MILENG force elements that could be allocated to a NATO Statement of Requirements, to build a detailed deployment plan and identify support requirements and capability shortfalls.
Maintain EpiNATO and Medical Information	Support monitoring, collection, and evaluation of illness/injury data on deployed personnel who report for medical treatment support, both on an outpatient and inpatient basis, using custom reports to perform disease surveillance based on diagnosis. Support identifying and monitoring the health status of forces Maintaining

	appropriate levels of security for Personal Identifiable Information (PII) and Personal Health Information (PHI)
Maintain NATO Trauma Registry	Collect trauma data from all Military Treatment Facilities, national systems and all NATO nations regarding combat injuries, documenting acute and prolonged care of wounded soldiers and providing information used to improve the efficiency and quality of trauma care by sampling, analysing and presenting data.
Maintain Processes (Log)	Assist in the maintenance of logistics business processes between the end of one operation and the initialization and configuration of logistics capabilities in support of another operation. This entails adaptation to processes, functions and supporting applications due to developments in logistics policies, directives, guidance, logistics agreements and priorities. Existing NATO Operations Logistics Chain Management policy and procedure should be applied to logistic applications where possible.
Maintain Processes (Med)	Support medical and health services to maintain the force strength through disease prevention, evacuation, rapid treatment of the diseased, injured and wounded, their recovery and return to duty.
Manage Ammunition Emergencies	Enable the identification of specific conventional munitions and explosives in NATO and partner nations' inventories during the execution of NATO operations, with the ability to identify alternatives, and provide access (including a search capability) to all standardized forms, operational standards, and related documentation
Manage Core Information (All)	Enable information lifecycle management within the NATO enterprise architecture, providing a common view and single source of truth for all data, with the ability to search, capture, store, process, publish and archive data for visibility and access across stakeholder communities.
Manage Execution of Deployment, Redeployment, and Reception, Staging and Onward Movement	Provide visibility of, and the capability to manage, the execution of plans for the movement and transportation of military resources during multinational, coalition operations, including details of movement missions during the execution phase. This includes the strategic, operational and tactical movement, deployment, redeployment, sustainment and rotation of forces, with adjustable levels of granularity to suit the requirement of each specific operation.
Manage Host-Nation Support (All)	Establish, maintain and exploit during the planning and conduct of operations by NATO commands and nations an interactive catalogue of information relevant to Host Nation Support (HNS) of Alliance capabilities and shortfalls regarding maintenance, transportation, medical support, supply, communications, force protection, billeting and messing facilities and infrastructure. The catalogue is used to gather and share information across the enterprise to support collaborative HNS planning involving all levels of command and the appropriate national representatives, both NATO and non-NATO, military and civilian, to facilitate the use of host nation capabilities. Additionally, it should provide a repository of current NATO

	Memorandums of Understanding, Technical Agreements and NATO contracts with nations.
Manage Logistics Chains	Enable visibility and management of enterprise logistics resources, requirements, capacity and processes to prioritize, synchronize and coordinate the flow of logistics materiel and provision of services through the joint logistics support network for a NATO operation. Provide comprehensive business intelligence to enable the logistic authority to prioritise requirements and coordinate optimal distribution operations.
Manage Pictures (i.e. Situation Awareness) & Visibility (All)	Enable situational awareness for LOG, MILENG and MED domains through the integration, analysis and communication of information at all levels of command within the NATO Command Structure by compiling validated near-real time data from a variety of sources and direct user input, producing tailorable validated pictures for multiple functional areas/issues and filtering the representations for input to the NATO Common Operational Picture (COP).
Manage Supplies & Services (All)	Enable integrated logistics management of NATO owned assets and infrastructure including the activities of inventory, stock and warehouse management; property accounting and fleet management; and maintenance of NATO owned assets (and assets owned by Nations but assigned to NATO) throughout all levels of material maintenance, including organizational, intermediate and depot/vendor levels. Enable any headquarters unit to plan, track, maintain and repair assets in preparation for or during the execution of missions or exercises. Enable visibility of materiel requirements and holdings (including grouping by NATO classes of supply). The same requirement applies when NATO chooses to contract out these activities in part or in whole. In that situation NATO requires the ability to monitor contracted service levels and for there to be data interoperability between NATO and vendor-operated information systems. The capability must also provide visibility of, submission, coordination and tracking of relevant contracting requirements information. Provide means to handle additional or unique caveats which may be required for specialised supplies and services, i.e. medical materiel.
Manage Theatre Infrastructure and Assess and Plan Infrastructure Support	Enable MILENG planners to identify and assess functional infrastructure networks in support of strategic, operational and tactical planning, as well as the impact of force protection on infrastructure. Support planners in assessing the amount of expected damage on infrastructure and identifying courses of action to mitigate those effects. Assess and evaluate infrastructure maintenance.
Plan Deployment, Redeployment, and Reception, Staging and Onward Movement	Provide a collaborative enterprise environment and present a common operational picture across stakeholder communities to support the logistics planners in:

	• Developing strategic deployment, redeployment and reception, staging and onward movement (RSOM) plans; testing the feasibility of those plans. • Providing estimates and proposed optimizations on timelines for deployment/redeployment and potential lift requirements (across all modes of transportation). • Identifying strategic lines of communication and supply routes within a Joint Operations Area, including actual or potential infrastructure constraints. Identifying and managing the critical path in deployment execution (including potential bottlenecks).
Plan Strategic Stockpiles	Support the calculation of stockpile requirements for the NATO Level of Ambition (LOA) and support comparisons between resources (usually national inventories) and requirements to identify surpluses and shortfalls. The analysis is conducted as part of the Capability Requirements Review in the context of the NATO Defence Policy Process (NDPP) and focuses on the high-cost, long-lead time, operationally significant supply items for which procurement must be planned in anticipation of potential future NATO operations
Plan Sustainment	Enable the determination of operational sustainment requirements for all NATO classes of supply needed to support a specified operation. Provide the ability to access, process, and disseminate information required to calculate the strategic and operational sustainment requirements for a defined set of Alliance capabilities (a Statement of Requirements), and in accordance with a force flow execution plan and NATO policy and planning scenarios.
Simulate and Analyse the Mission (Log)	Provide the ability to model logistics plans, simulate them to test their feasibility, and optimize resource allocation, at the strategic, operational and tactical level for: • Deployment and redeployment. • Movement & transportation (includes reception, staging and onward movement or operational movement). • Supply & services (includes the impact of commercial support to operations, i.e., contracting). • NATO/national-provided maintenance. Modelling & Simulation (M&S) resources will enable staff officers and analysts (basic and advanced users) to explore the impact of events on an operational plan or in execution and associated courses of action through the creation and execution of "what if" scenarios. The M&S results must make maximum use of visualization components to support reports and briefings.

Simulate and Analyse the Mission (Med)	Provide the ability to model medical plans, simulate them to test their feasibility, and optimize resource allocation, at the strategic, operational and tactical level to: • Guide the siting of medical evacuation assets and Medical Treatment Facilities (MTFs) under differing estimated casualty rates and clinical timelines. • Identify gaps that can addressed and corrected before actual forces deploy. Modelling & Simulation (M&S) resources will enable staff officers and analysts (basic and advanced users) to explore the impact of events on an operational plan or in execution and associated courses of action through the creation and execution of "what if" scenarios. The M&S results must make maximum use of visualization components to support reports and briefings.
Simulate and Analyse the Mission (MilEng)	Provide the ability to model MilEng plans, simulate them to test their feasibility, and optimize resource allocation, at the strategic, operational and tactical level for: • Construction work resource requirements (time, equipment and materiel). • Infrastructure maintenance. • The layout of barriers (obstacles, minefields, etc.). • Prediction of events that might negatively affect the environment. Modelling & Simulation (M&S) resources will enable staff officers and analysts (basic and advanced users) to explore the impact of events on an operational plan or in execution and associated courses of action through the creation and execution of "what if" scenarios. The M&S results must make maximum use of visualization components to support reports and briefings.
Study Operational Lessons	Provide a capability for the user and/or system to maintain a log of comments or lesson learned that can accessed during and after an operation for evaluation by subject matter experts. Supports the production of reports for staffing and the subsequent re-integration of responses into a composite document.
Support and Assess Environmental Protection	Enable the identification of environmentally sensitive areas, as well as historic and cultural heritage infrastructure and resources to support planning efforts to protect the environment. The aim is to support MILENG planners in assessing the impact of planned operations on the environment and recommending mitigation measures.
Track & Regulate Patients	Provide real-time continuous tracking of wounded, injured and/or ill personnel from the point of incidence through first-line medical

| | treatment, evacuation and the delivery of care through NATO and/or civilian medical facilities.

Using patient tracking information and medical resource information, regulate patient flow to, within and beyond NATO Medical Treatment Facilities (MTFs) to ensure medical critical incident management and clinical timelines for patient treatment. |
|---|---|
| Track Assets | Provide a capability to create and overlay a reconfigurable and manageable network of owned and federated asset tracking nodes on the distribution and transportation networks of NATO, NATO nations and partners.

Through that tracking network, provide a near real-time ability to track and trace the movement of personnel and assets by means of identifiers and automatic identification and data capture technologies.

The sharing of information on the identity, location, status and quantity of personnel and assets between partners to a NATO in-transit visibility network will enable and support the creation of an in-transit visibility picture by NATO and those network partners. |
| Undertake Disease Surveillance | Provide precise and continuous tracking of natural or intentional disease outbreaks and syndromes with the intent of a predictive function to anticipate potential outbreaks, triggering further investigation, preventive countermeasures or other command actions needed to reduce the adverse impacts of health threats. |

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