

NATO UNCLASSIFIED RELEASABLE TO INTERNET

Headquarters Supreme Allied Commander Transformation
Norfolk Virginia



REQUEST FOR INFORMATION

RFI-ACT-SACT-25-105

This document contains a Request for Information (RFI) Call to nations, industry, and academia for input to NATO's requirements for testing the implementation and performance of

Automation of the Main Event List / Main Incident List (MEL/MIL) scripting using Artificial Intelligence (AI)

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

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General Information	
RFI No.	RFI-ACT-SACT-25-105
Project Title	Automation of the MEL/MIL scripting by using AI
Due date for questions concerning requested information	3 November 2025, 9:00 am Eastern Time
Due date for submission of requested information	21 November 2025, 1:00 pm Eastern Time
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	HQ SACT Contracting hqsact.contracting@nato.int
Technical Points of Contact	Mr. Barnaby JONES barnaby.jones@nato.int Tel: +1 (757) 747 - 3272 Lieutenant Colonel Eric VERCAMMEN Eric.vercammen@nato.int Tel: +1 (757) 747 - 4250
Answers to all technical clarification questions pertaining to this RFI raised by nations, industry, and academia will be posted on a weekly bases on the HQ SACT Procurement and Contracting (P&C) website at: https://act.nato.int/contracting. Any other administrative questions can be directed to hqsact.contracting@nato.int with the subject line reading “RFI-ACT-SACT-25-105.” All RFI submissions shall be submitted to the Contracting and Technical Points of Contacts above.	

1. INTRODUCTION

- a. Headquarters Supreme Allied Commander Transformation (HQ SACT) is issuing this RFI to engage with nations, industry, and academia on the use of AI in the creation of exercises. The intention is to evaluate what could be immediately available, the art-of-the-possible and state-of-the-art with respect to systems, products, services, technologies, and methodologies pertaining to automation of the Main Event List / Main Incident List (MEL/MIL) scripting using Artificial Intelligence (AI).
- b. This RFI involves nations, industry, and academia in an examination of Alliance-wide current and future capabilities related to automation of exercise creation. Future capabilities will be either nationally owned or commercially available (procured or leased by a Nation as Host Nation (HN), or by a NATO entity). HQ SACT has not made a commitment to procure any of the systems, products, services, or technology described herein, and the 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 Request For Proposal (RFP), if issued in the future.
- c. This is an **RFI ONLY**. This RFI **DOES NOT** constitute a current RFP nor a commitment to issue a future RFP, nor does it constitute the commencement of any other type of procurement process for the Project. Therefore, those choosing to respond to this RFI **will not**, merely by virtue of submitting such a response, be deemed to be "bidders" on the Project in any sense, and **no** such respondent will have any preference, special designation, advantage or disadvantage whatsoever in any subsequent procurement process related to the Project. HQ SACT is not seeking proposals at this time; therefore, HQ SACT will not accept unsolicited proposals in respect to this RFI. All information shared with ACT might be shared with contracted third parties to support the capability development process as needed.

2. PROGRAMME DESCRIPTION

a. Background

A fully digitalized, AI-enabled exercise process will significantly increase the realism of NATO training while reducing planning timelines and resourcing demand. The payoff for the Alliance will be:

- **Enhanced Realism.** Training that mirrors the complexity of modern conflict.
- **Adaptability.** Rapidly generate and modify exercises to evolving threats.
- **Efficiency.** Accelerate the lessons-learned process and reduce personnel

requirements.

The MEL/MIL process creates a "script" that drives a Computer-Assisted Exercise (CAX) for large scale NATO Exercises. It provides both injects and incidents to the Training Audience (TA) to achieve Training Objectives (TOs). The current process to generate storylines and deconflict scheduling errors and dependencies is manually performed and is both resource-intensive and highly iterative. The increased demand on NATO Exercises to rapidly update storylines to address new operational challenges across multiple domains cannot be supported by a manual process, and automation of this process is essential. Due to the urgency of this requirement, delivery of the solution is required in 2026.

The primary database the solution will need to interact with is the Joint Exercise Management Module (JEMM) database where current MEL/MIL is stored and outputs data in a nested XML format. The second database needed to interact with is the Training Objective Management Module (TOMM) which manages the development and resourcing of training objectives. Other EXCON documentation may be ingested using unstructured text.

The solution will automate the creation, review, synchronization, and delivery of scenario elements and injects, reducing manual effort, improving efficiency, and ensuring alignment with Exercise Objectives (EOs) and TOs.

b. Process

- i. Allied Command Transformation (ACT) is NATO's Strategic Warfare Development Command. Its mission is to contribute to preserving the peace, security and territorial integrity of Alliance member states by leading the strategic warfare development of military structures, forces, capabilities and doctrines.
- ii. ACT aims to support the concept development and experimentation (CD&E) activities in the automation of the creation of exercise realm of NATO commands by leveraging Capabilities, Assets and Resources coming from Nations, industry, and academia and already existing automation capabilities, assets and resources coming from Nations.
- iii. ACT is surveying nations, industry, and academia to understand what solutions may be available and under which framework they might be provided to the Commands.

c. Capability Requirements

i. Automation & Scripting Features

1. Scenario and Inject Generation
2. TO Alignment
3. Dependency and Sequencing
4. Inject Formatting and Dissemination
5. Validation

ii. Technical and System Integration

1. Integration with databases
2. Security and Compliance

3. Architecture and Deployment

3. REQUESTED INFORMATION

- a. **Eligibility to Respond.** Only nations, industry, and academia that originate or are chartered/incorporated within NATO Nations are eligible to respond to this RFI.
- b. **Questions for Industry.** Please see Annex A for questions and provide your answers on the spreadsheet.

In the interest of time and to maximize the number of responses to this RFI, the information provided should not be extremely complicated, overly detailed, or require significant effort to complete. Additionally, responses are not required if it is not applicable to your capabilities. A statement that the question is not applicable (NA) will be sufficient. Finally, in addition to your responses, we encourage you to include as separate attachments any existing materials you may have pertaining to your capabilities (e.g., marketing brochures, pamphlets, flyers, etc.).

c. Clarifications and Questions

- i. Answers to all technical clarification questions pertaining to this RFI raised by nations, industry, and academia will be posted on a weekly basis on the HQ SACT Procurement and Contracting (P&C) website at: <https://act.nato.int/contracting>.
- ii. HQ SACT reserves the right to seek clarification on any submission.
- d. **Intent/Objectives.** This RFI is intended to provide Nations, industry, and academia an opportunity to provide data that would allow NATO to determine potential benefits they might receive from a capability.
- e. **Expected Benefits to Respondents.** Industry participants will have the chance to reveal state-of-the-art systems, products, services and technology in the automation of exercise creation area of interest.
- f. **Expected Benefits to NATO.** Exposure to, understanding of, and use of current, emerging and future capabilities in the automation of exercise creation area of interest and the services that Nations, industry, and academia can provide.
- g. **Classified Information.** Not applicable.
- h. **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 that all submissions become HQ SACT property and will not be returned. NATO reserves the right to share RFI information, including responses from nations, industry, and academia to this RFI, within the NATO Alliance.
- i. **Non-disclosure Principles and/or NDA with Third Party Company.** Not applicable.
- j. **Organizational Conflicts of Interest**
 - i. Companies responding to this RFI are hereby placed on notice responding to this RFI could conceivably be a factor in the creation of an Organizational Conflict of Interest (OCI) on a future procurement, if a future procurement were to occur within the capability development process.
 - ii. Companies are cautioned to consider OCI when responding to this RFI, and to consider internal mitigation measures that would prevent OCI's from adversely

affecting a company's future procurement prospects. OCI's can often be mitigated or prevented with simple, early acquisition analysis and planning and the use of barriers, teaming arrangements, internal corporate non-disclosure policies and firewalls, and similar preventative measures.

- iii. HQ SACT is not able to advise responding companies on the existence of OCI or remedial measures and encourages responding companies to consult internal or external procurement and legal consultants and in-house counsel.
- iv. OCI considerations should not be considered a barrier to responding, only a factor for long range business planning.

k. Follow-on

- i. Any and all information provided as part of the submission in response to this RFI may be considered in developing any future HQ SACT requirements.
- ii. The data collected in response to this RFI will be used to determine how ACT can support the concept development and experimentation efforts of the NATO commands in a multi-domain environment.
- iii. In the event that there is a competitive bidding process later, the provision of data, or lack of, will not prejudice any respondent.

- I. **Summary. This is an RFI only.** The purpose of this RFI is to involve nations, industry, and academia in an examination of Alliance-wide future capabilities related to automation of the exercise creation with a focus on related systems, products, services, technology, methodologies, and engineering practices. HQ SACT has not made a commitment to procure any capabilities 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. Thank you in advance for your time and submission to this RFI.

Annex:

A. Automation of the MEL/MIL scripting by using AI