

**HEADQUARTERS SUPREME ALLIED COMMAND TRANSFORMATION
NORFOLK, VIRGINIA**



**REQUEST FOR INFORMATION
RFI-ACT-SACT-01-2026**

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

**Advanced Target Development for Next
NATO Joint Targeting Capability**

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.	01-2026
Project Title	Request for Industry and Academia Inputs to the Advanced Target Development (ATD) for Targeting Next Generation Joint Targeting Capability (ARTEMIS : Advanced Rapid Targeting and Effects Mission Information System)
Due date for questions concerning related information	9:00am EST March 6, 2026
Due date for submission of requested information	9:00am EST March 27 2026
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@act.nato.int Tel:+1 757 747 3856
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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) to engage with Nations, Industry and Academia.

The intention is to discover what methodologies, systems, products or services are available to contribute to joint targeting cycle execution portion, where effects are assigned to targets. An Advanced Target Development (**ATD**) capability is required to support NATO common funded effort aimed at modernizing and enhancing its current Joint Targeting System.

The purpose of this RFI is to involve Nations, Industry and Academia, through collaboration, in an examination of current and future capabilities supporting one or several ATD elements.

The future capabilities will be either Nation-owned or commercially available (procured by a Nation or by a NATO Agency).

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 related to the implementation of advance target development modules.

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 HQ SACT Framework for Collaborative Interaction (FFCI)

2.1.1 HQ SACT has implemented an FFCI to increase opportunities for Nations, Industry and Academia to contribute to HQ SACT's capability development efforts through collaborative work. Such collaboration enables HQ SACT, and NATO, to benefit from Nations/Industry/Academia models, advice, capabilities and experience in the course of this work. This collaborative effort will provide Nations/Industry/Academia with an improved understanding of NATO's Capability Requirements (CRs) and the associated issues and development challenges that need to be addressed by HQ SACT. The scope of potential collaborative projects includes specific topics that are of mutual interest to NATO, and Industry and Academia, but will be restricted to collaborations in non-procurement areas. Several mechanisms have been developed to support the initiation of collaborative projects between Nations/Industry/Academia and HQ SACT, ranging from

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informal information exchanges, workshops, studies to more extensive collaboration on research and experimentation.

- 2.1.2 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, may vary from “Non-disclosure Agreements” (NDA), for projects involving exchange of sensitive or classified information, to a more comprehensive “Declaration of Mutual Collaboration” (DOMC), suited to address intellectual property and other issues.
- 2.1.3 More information on the HQ SACT FFCI initiative can be found on the ACT website <http://www.act.nato.int/ffci>. Respondents of this RFI are not required to initiate an FFCI agreement to respond to this RFI.

2.2 The Common Funded Capability Delivery Governance Model (CFCDGM)

- 2.2.1 The Common Funded Capability Delivery Governance Model aims to speed the delivery of capabilities required by NATO commanders and the NATO Enterprise. It consists of six life cycle stages and four NATO Governance level decision points, or Gates.
- 2.2.2 During stage 2 of the ARTEMIS program (Advanced, Rapid, Targeting and Effects Mission Information System), a Capability Programme Plan (CPP) has been created to determine acquisition strategy. An Analysis of Alternatives identified that the answer can involve combinations of materiel and non-materiel solutions from multiple Nations, Industry or Academia sources. As such, of the four separate projects identified to address the development of a comprehensive ARTEMIS solution, one is dedicated to delivering an ATD solution.
- 2.2.3 **By the present RFI HQ SACT intends to collect the information required to fully or partially support the development of an ATD project proposal’s scope, statement of work, schedule and cost.**
- 2.2.4 **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.**

3. PROJECT DESCRIPTION

3.1 Vision

- 3.1.1 The purpose of this project is to deliver a capability for NATO to improve federated Target Material Production to respond to crisis using the full spectrum of targeting capabilities. This project is specifically dedicated to provide NATO entities with the capability to develop complete targeting packages, and in doing so enable the optimization of Allied resources to enhance and federate production of target material.
- 3.1.2 This project is part of a capability programme, referred to as ARTEMIS, the Advanced, Rapid, Targeting and Effects Mission Information System. It will enable NATO commanders to generate effects at strategic, operational and tactical levels to achieve

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military objectives for a Small and a Major Joint Operation as part of a federated enterprise alongside participating Allies.

3.2 Objectives and Expectations

- 3.2.1 The ARTEMIS' development strategy has been approved by the North Atlantic Council to support the transformational change of NATO's ability to conduct modern joint targeting. The goal being to encompass the Members Nation's assets into NATO's Joint Effects Operational Process. This key capability will complement current NATO approaches to federate production of Electronic Target Folders among Allies, NATO command structure and NATO Force Structure. For these reasons, a future ATD process must robustly integrate Allies' capabilities offered during the Joint Targeting Cycle to allow engagement of NATO-approved targets both in times of crisis and of conflict.
- 3.2.2 This RFI is intended to give Nations, Industry, and Academia an opportunity to provide information on products, service or available technologies that would allow NATO to partially or fully address its ATD needs.
- 3.2.3 The Joint Targeting Capability Ambitions include performance of the six phases of the targeting cycle for all domains (Air, Land, Maritime, Cyber and Space), across the three dimensions (physical, virtual and cognitive).
- 3.2.4 NATO's ATD ambition focuses mainly on the physical dimension of effects performed against a target, thus including three main elements: identify, shape and locate the target; propose the most suitable weaponeering solution to achieve the required effect (kinetic or not); and estimate collateral damages. The ATD solution should:
- a) Be able to provide a Target Coordinate Measurement (TCM) methodology to accurately locate the target and mensurate coordinates within its immediate environment.
 - b) Procure imagery enabling digital imagery analysis, exploitation, and creation of desired points of impact (DPI), integrated with digital imagery (graphics).
 - c) Procure methodology(ies) to provide standardized basic weaponeering solution(s) against targets being analysed.
 - d) Enable interoperability exchanges, sharing minimum information on weapons (classified data partially retained by Nations) to optimise commanders' options to achieve desired effects.
 - e) Provide Collateral Damage Estimation (CDE) resulting from the use of kinetic (and non-kinetic) means.
 - f) Support development and management of all types of targets (facilities, individuals, virtual, equipment and organizations);
 - g) Ability to share ATD products information across Strategic, Operational and Tactical Commands.
 - h) Be capable of contributing to post strike Battle Damage Assessment estimation (Physical, Functional, Target system).
- 3.2.5 **Expected benefits to respondents:** Industry and Academia participants will have the chance to discuss and expose NATO targeteers to state of the art technologies

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and products.

- 3.2.6 **Expected Benefits to NATO:** Exposure to, and understanding of, state of the art technological and systemic drivers to conduct future Joint Effects Based Operations within NATO.
- 3.2.7 **Expected input from Nations/ industry/academia:** Expected input to this RFI is Nation, Industry and Academia's perspectives on relevant current and future technologies within the scope of the RFI.

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. Response should include at a minimum a technical description and technical architecture diagram of the proposed implementation.

Please review the survey questions and respond to this RFI using the enclosed "Response Template" (Microsoft Excel spreadsheet).

The information collected will be used in support of ATD Capability to be procured by NATO Communications and Information Agency (NCIA).

This RFI concerns the collection of information that informs on the state of the art of some ATD capabilities. It will be analysed for materiel and non-materiel solutions, across the DOTMLPFI spectrum. These include but are not limited to:

- a) Systems, products, services, applications (and their functionality), interfaces, data, and dependencies on hardware, facilities, and infrastructure.
- b) Processes, personnel, network and organizational nodes required to operate the capability.
- c) Technologies and technical standards (open, proprietary, etc.).

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4.3.4. Identify current services your company offers, which most closely match the capabilities, specified in this RFI (or portions of).

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

4.3.6. Response limited to a single main document and enclosures for a total not-to-exceed 6 pages (material provided as per paragraph above not included).

4.3.7. Submissions should be named according to the following convention:
<Respondent company name; maximum of 12 characters>_ATD 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 seeks non-binding Rough Order Magnitude (ROM) price estimates for the sole purpose of estimating programmatic costs and planning funding for future programme proposals/bids. 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.

4.5. Response Due Date

Responses to this RFI must be received by **9am EST on 03/27/2026**. 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 POCs **by 9:00 am EST 6th March 2026**. 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://www.act.nato.int/opportunities/contracting/>.

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All questions should be submitted by 6th March 2026 to allow for appropriate response time prior to the 27th March 2026 response due date.

6. ADDITIONAL INFORMATION

6.1. Non-disclosure Principles and/or Non-disclosure Agreement (NDA) with Third Party Company.

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.

6.2. 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 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 its unauthorized disclosure. Please be advised that all submissions become HQ SACT property and will not be returned.

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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:

- 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 a RFI only. The purpose of this RFI is to involve industry, academia and nations through collaboration, for their input to NATO's requirement for ATD in ARTEMIS with the focus on related systems, products, services, technology, methodologies and engineering practices. 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 an RFP of any kind.**