

HQ Supreme Allied Commander Transformation

**RFI-ACT-SACT-22-84**

**Headquarters Supreme Allied Commander Transformation  
Norfolk, Virginia**



**REQUEST FOR INFORMATION  
(RFI)  
RFI-ACT-SACT-22-84**

This document contains a Request for Information (RFI) Call for Nations, Industry and Academia input to provide elements of NATO's

**STUDY OF FUTURE "OPPOSING FORCES (OPFOR)"  
TRAINING REQUIREMENTS**

Those wishing to respond to this RFI should read this document carefully and in its entirety, and follow the guidance provided.

This RFI is open to Think Tanks and Academia that originate or are chartered/incorporated within NATO Nations, or NATO Partners who are members of the Partnership for Peace (PfP), Mediterranean Dialogue (MD), Istanbul Cooperation Initiative (ICI) or Partners around the Globe (PatG) structures.

**RFI-ACT-SACT-22-84**

<b>HQ Supreme Allied Commander Transformation RFI 22-84</b> <b>General Information</b>	
<b>Request For Information No.</b>	22-84
<b>Project Title</b>	Request for Think Tanks and Academia to provide any papers or publications that provide insights in future OPFOR Training Requirements
<b>Due date for questions concerning requested information</b>	28 JUNE 2022
<b>Due date for submission of requested information</b>	31 JULY 2022
<b>Contracting Office Address</b>	NATO, HQ Supreme Allied Commander Transformation (SACT) Purchasing & Contracting Suite 100 7857 Blandy Rd, Norfolk, VA, 23511-2490
<b>Contracting Points of Contact</b>	<p>Ms Magda Ornat Email: Magdalena.ornat@act.nato.int Tel: +1 757 747 3150</p> <p>Ms Tonya Bonilla Email: tonya.bonilla@act.nato.int Tel: +1 757 747 3575</p> <p>Ms Catherine Giglio Email: catherine.giglio@act.nato.int Tel: +1 757 747 3856</p>
<b>Technical Points of Contact</b>	<p>Mr. Stuart B Furness Study Group Leader Email: Stuart.Furness@act.nato.int Tel: +1 757 747 3941</p> <p>Mr. Roger Lane Study Project Manager Email: roger.lane@act.nato.int Tel: +44 (0)7912055035</p>

1. **Background.** As part of NATO's Warfighting Capstone Concept which provides the direction of travel to develop its capabilities to meet emerging and future threats, Allied Command Transformation is conducting a series of studies on its implications,

## **RFI-ACT-SACT-22-84**

one of which is to define the future requirements for “Opposing Forces” (OPFOR<sup>1</sup>) in exercises in the short (2023-2030) and medium term (2030-2040). Part of this study is to characterise future conflict and trends. This will be done through different channels, including literature searches, outreach to academia and think-tanks, as well as questionnaires to different NATO Commands.

2. **Purpose.** The purpose of this RFI is to solicit articles, papers and other intellectual products that will assist the development of a point of view about future conflict and its implications for training and preparing NATO forces from an OPFOR perspective. This will be compared against the current capability, following which a gap analysis will take place with recommendations as to how these might be mitigated. The Study is due to conclude in mid-2023.

3. **Scope.** The scope of the study is to characterise threats and risks so that an OPFOR capability can simulate these threats and risks in a realistic manner that provides world-class training, enhancing readiness for operations. OPFOR is likely to be required to provide a spectrum of capabilities, including the conduct of high intensity combat operations at scale by near-peer or peer adversaries, potentially employing a range of conventional, hybrid and Chemical, Biological, Radiological and Nuclear (CBRN) and Information effects to achieve their strategic and operational goals, to non-Article 5 Peace Support-type operations, involving terrorist groups and other malign actors.

4. **Breadth.** The Study Group wishes to gain insights into potential strategies and ways of waging conflict by different actors, as well as emerging and future capabilities, including emerging disruptive technologies, such as autonomous weapon systems; AI-enabled decision support; hypersonics and new missile technologies; and big data and quantum computing, for example. Developments in the cyber and space domains are within scope too, as is the future use of social and other media to manipulate the information environment to a potential adversary’s advantage. The Study Group also wants to understand future potential adversary organisational constructs, across the different Instruments of Power<sup>2</sup>.

5. **Training Focus.** The training focus is twofold:

- a. At the strategic level where conflicts are fought at the political-military level and where multiple campaigns are coordinated across Supreme Allied Commander Europe’s (SACEUR’s) areas of responsibility; and
- b. On those HQs who have a more regional focus at the Operational level responsible for the planning and conduct of operations to achieve operational objectives in support of NATO’s end-states.

---

<sup>1</sup> OPFOR is the term used by NATO to describe “those forces used in an enemy role in NATO exercises.” This includes political, military, economic, social and information means of delivering effects against NATO, through the land, air, maritime, space and cyber domains, as well as through logistics and information dimensions.

<sup>2</sup> DIME: Diplomatic, Information, Military and Economic.

## **RFI-ACT-SACT-22-84**

6. **Request.** The project team is very interested in any papers, publications, or intellectual products that provide insights into the above. You are kindly requested to forward either links to the articles, papers or intellectual products, or the articles, papers and intellectual products themselves.

7. **Clarifications and Questions.**

7.1 Inquiries of a technical nature about this RFI shall be submitted by e-mail solely to the aforementioned POCs by 0900 EST on 28 JUN 2022. Accordingly, questions in an e-mail shall not contain proprietary and/or classified information. Answers will be posted within two (2) working days on the HQ SACT P&C website at: [www.act.nato.int/contracting-procurements](http://www.act.nato.int/contracting-procurements)

7.2 HQ SACT reserves the right to seek clarification on any submission.

8 **Expected Benefits to Respondents.** Thank Tanks and Academia will have the chance to reveal their latest considerations to influence NATO's OPFOR capability development.

9 **Expected Benefits to NATO.** Exposure to, and understanding of, current, emerging and planned future papers or publications in the area of NATO's OPFOR capability development.

10 **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. Copyright will remain with the originator or copyright owner, and submitting a response to this RFI will constitute the granting of a royalty-free, irrevocable license to access, share within NATO, transfer, and republish the paper, publication or intellectual product, with proper citation. Please be advised that all physical submissions become HQ SACT property and will not be returned, without prejudice to the copyright owner's rights.

11 **Follow-on.** Any and all information provided as part of the submission in response to this RFI may be considered in developing any future NATO requirements.

1.1 **Summary. This is an RFI only.** The purpose of this RFI is to Think Tanks and Academia, through collaboration, in an examination of future capabilities related to NATO's OPFOR requirements. HQ SACT has not made a commitment to any procurement associated with this RFI. 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 an RFI, and not an Request for Proposal (RFP) of any kind.** Thank you in advance for your time and submission to this RFI.