Acquisition Directorate
Boulevard Leopold III
B-1110 Brussels, Belgium

NCIA/ACQ/2023/06569
10 February 2023

To: Bidders List

Subject: Invitation For Bid IFB-CO-115498-TOPFAS-BMD

TOPFAS Ballistic Missile Defence (BMD) Increments 1&2 **Amendment 2**

References: **A.** AC/4-D/2261(1996 Edition), Procedures for International Competitive Bidding
B. AC/4-D(2008)0002-REV2, International Competitive Bidding Using Best Value Evaluation Methodology, dated 15 July 2015
C. NCI Agency NOI NCIA/ACQ/2022/07167, dated 11 October 2022
D. IFB-CO-115498-TOPFAS-BMD; NCIA/ACQ/2022/07297, dated 14 December 2022
E. IFB-CO-115498-TOPFAS-BMD Amendment 1; NCIA/ACQ/2023/06521, dated 25 January 2023

Dear Prospective Bidders,

1. In accordance with paragraph 1.6 of Book I - Bidding Instructions, the " TOPFAS Ballistic Missile Defence (BMD) Increments 1&2" non-compulsory Bidders Conference was held from the 10th to the 12th of January of 2023 at NCI Agency, The Hague.

2. The three day conference was attended by ten representatives from six companies. On this occasion, TOPFAS BMD project was presented by the key members of the project management team. Day one focused on the TOPFAS BMD scope and vision, contractual aspects, bid preparation and submission expectations and technical requirements. Day two and three were dedicated to external interfaces, the NATO Software Factory, the TOPFAS Application Suite and source code review.

3. Furthermore, the purpose of the conference was also to provide clarification and answer the questions raised by potential Bidders. Bidders were informed that no verbal statement made during the conference shall modify the terms and conditions of the IFB unless such statement is specifically issued as an amendment to the IFB. Only the formal written answers constitute the official response of the Agency, even if the written answer differs from the verbal response provided at the Conference. All questions will be answered by the Purchaser and the questions and answers will be issued in writing to all prospective Bidders.

4. This letter contains an itemized list of NU documents provided during the Bidder Conference. Documents are provided on the USB drive, folder *01 Bidders Conference Final Pack*.

Tuesday, 10 January 2023				
	Activity	Presenter	Presentation	Media
01	List of Attendees			USB
01	Agenda	Maurice VAN SOEST	NU_01_Agenda	USB

		TOPFAS BMD Project Manager		
02	Welcome to Industry and Introduction	Jean-Luc GUELLEC Principal Contracting Officer	NU_02_05_07_TOPFAS BMD BC ACQ SLIDE DECK	USB
03	TOPFAS BMD Project Overview	Maurice VAN SOEST TOPFAS BMD Project Manager	NU_03_TOPFAS BMD BC TOPFAS BMD Overview	USB
04	BMD Programme Overview	Andreas Schubert BMD Programme Office	NU_04_TOPFAS BMD BC BMD Programme Overview	USB
05	IFB Book I and Solicitation Process IFB Book II	Jean-Luc GUELLEC Principal Contracting Officer	NU_02_05_07_TOPFAS BMD BC ACQ SLIDE DECK	USB
06	Statement of Work and Technical Overview	Maurice VAN SOEST TOPFAS BMD Project Manager	NU_06_TOPFAS BMD BC SOW and Technical Overview	USB
07	Evaluation Criteria (Administrative, Price and Technical)	Jean-Luc GUELLEC Principal Contracting Officer	NU_02_05_07_TOPFAS BMD BC ACQ SLIDE DECK	USB
09	TOPFAS Application Suite Overview Part 1	Michel BETRANDIAS TOPFAS Service Area Owner	NU_09_TOPFAS BMD BC TOPFAS Application Suite Overview Pt1	USB
18	TOPFAS Application Suite Architecture and Technology	Marco de Brouwer	NU_18_TOPFAS BMD BC TOPFAS Architecture and Technology	USB
Wednesday, 11 January 2022				
	Activity	Presenter	Presentation	Media
10	TOPFAS Application Suite Overview Part 2	Ewoud VAN DEN BOOM TOPFAS Software Engineer	NU_10_TOPFAS BMD BC TOPFAS Application Suite Overview Pt2	USB
11	INTEL-FS Overview and Interfaces	Trond SKAAR INTEL-FS Project Manager	NU_11_TOPFAS BMD BC INTEL FS SP2 Presentation - Jan 2023	USB
12	NATO Software Factory DevSecOps	Mariano VALLE NSF Service Area Owner	NU_12_TOPFAS BMD BC 20230111 NSF_TOPFAS BMD BC v2	USB
13	NCOP Overview and Interfaces, NVG	David DUFOUR NCOP Project Manager	NU_13_TOPFAS BMD BC NCOP2 for TOPFAS BMD Bidders conference 2023	USB
14	ETEE-FS Overview and Interfaces	Tom KOOLEN ETEE-FS Project Manager	NU_14_TOPFAS BMD BC TOPFAS BMD ETEE FS overview	USB
15	SOA-IdM Platform Overview	Anna ASPAROUHOVA SOA-IdM Manager	NU_15_TOPFAS BMD BC SOAIdM Platform - TOPFAS briefing	USB
16	AirC2IS Overview and Interfaces	Christian SALBECK Principal Project Manager, Air Command and Control Programme Office and Services	NU_16_TOPFAS BMD BC AirC2IS Inc2 version 2	USB

Table 1: NU Documents provided during the Bidders Conference

5. As per CR1, all NATO Unclassified documents referenced in SOW and SRS are hereby delivered on the USB drive, folder *02 NU_References*. Please note that any NATO Restricted documents will be prepared on CD/DVD, listed and distributed separately.

Reference source	Reference ID	Document name	Delivered
SOW	[ACMP-2009-SRD-41]	Examples of Configuration Management Plan Requirements, Ed.A V1, Mar 2017	yes, USB
SOW	[ACMP-2100]	The Core Set of Configuration Management Contractual Requirements, Ed.A V.2, Mar 2017	yes, USB
SOW	[ALP-10]	NATO Guidance on Integrated Logistics Support for Multinational Armament Programs, Ed.C V1, 2017	yes, USB
SOW	[AQAP-2110]	NATO Quality Assurance Requirements for Design, Development and Production, Ed.D V1, Jun 2016	yes, USB
SOW	[AQAP-2105]	NATO Requirements for Quality Plans, Ed.C V1, Jan 2019	yes, USB
SOW	[AQAP-2210]	NATO Supplementary SQA Requirements to AQAP-2110 or AQAP-2310, Ed.A V2, Sep 2015	yes, USB
SOW	[ASD-SX000i]	International Specification for Integrated Product Support (IPS), Issue No.3.0, Apr 2021	yes, USB
SOW	[ASD-S3000L]	International Procedure Specification for Logistic Support Analysis (LSA), Issue No.2.0, Apr 2021	yes, USB
SOW	[ASOP-07.01.25]	NCI Academy Standard Operating Procedure - Grading and Assessment, May 2020	yes, USB
SOW	[BMD-ARS]	[NR] TOPFAS BMD Architecture Requirements Specification (ARS) V2.1, Sep 2021	yes, USB
SOW	[C-M(2002)49-G]	Enclosure G to C-M(2002)49, Classified Project and Industrial Security, Amdt. 12, Sep 2015	yes, USB
SOW	[IEEE-1016-2009]	IEEE Standard for Software Design Descriptions, Jul 2009	not releasable (commercial material)
SOW	[ISO/IEC/IEEE-29119]	International Standard for Software Testing, 2013-2015	not releasable (commercial material)
SOW	[NATO-Bi-SC-DIR-075-007]	NATO Bi-SC Education and Individual Training Directive (E&ITD) 075-007, Sep 2015	yes, USB
SOW	[NCIA-AD-06.00.16]	NCIA - Agency Directive 06.00.16, Configuration Management, Feb 2020	yes, USB
SOW	[NCIA-AD-07.01.01]	NCIA - Agency Directive 07.01.01, Education and Training, Apr 2017	yes, USB
SOW	[NCIA-AI-23.02]	NCIA - Agency Instruction 23.02, Deployment Management Planning, Oct 2019	yes, USB
SOW	[NCIA-AI-TECH-06.03.01]	NCIA - Agency Instruction 06.03.01, Identification of Software Assets, Jun 2016	yes, USB
SOW	[NCIA-SOP-06.03.05]	NCIA – Agency Standard Operating Procedure 06.03.05, Software Patch Management, Oct 2020	yes, USB
SOW	[NCIA-SOP-23.01]	NCIA – Agency Standard Operating Procedure 23.01, Enterprise IT Change Management, Mar 2020	yes, USB
SOW	[SOA-IdM-ICD]	SOA-IdM Service Oriented Architecture (SOA) and Identity Management (IdM) Platform - Wave 1, Interface Control Document (ICD) V15.0, Jun 2021	yes, USB

SOW	[SOA-IdM-SDS]	SOA-IDM Service Oriented Architecture (SOA) and Identity Management (IdM) Platform - Wave 1, System Design Specification (SDS) V9.3, May 2021	yes, USB
SOW	[SOA-IdM-SUM]	SOA-IDM Service Oriented Architecture (SOA) and Identity Management (IdM) Platform - Wave 1, System User and Operation Manual V8.0, Feb 2021	yes, USB
SOW	[TBCDM]	BMD Programme Tranche-Based Capability Delivery Methodology Guide, NCIA/AMDC2/2019/01195, Dec 2019	yes, USB
SOW	[TOPFAS-SDD]	TOPFAS Software Design Description Documents	yes, USB
SRS	[AC-322-D0048-REV3]	Technical and Implementation Directive on CIS Security, Nov 2019	yes, USB
SRS	[AC-322-N(2011)130]	Guidance on the Marking of NATO Information, Jun 2011	yes, USB
SRS	[AC-324-D(2014)0008]	Directive on the Preservation of NATO Digital Information of Permanent Value, Jul 2014	yes, USB
SRS	[AC-35-D-2004-REV3]	Primary Directive on CIS Security, Nov 2013	yes, USB
SRS	[ADatP-4774]	(STANAG 4774) Confidentiality Metadata Label Syntax, Ed.A V1, Dec 2017	yes, USB
SRS	[ADatP-4778]	(STANAG 4778) Metadata Binding Mechanism, Ed.1, Oct 2018	yes, USB
SRS	[APP-11]	NATO Standard APP-11, NATO Message Catalogue, Ed.D V1, Nov 2015	yes, USB
SRS	[NIMA-TR8350.2]	World Geodetic System-84, NIMA TR8350.2, Ed.3, Amdt.1, Jan 2020	yes, USB
SRS	[OWASP]	Open Web Application Security Project (OWASP), https://www.owasp.org/index.php/Main_Page	yes, (web)
SRS	[SOA-IdM-ICD]	SOA-IDM Service Oriented Architecture (SOA) and Identity Management (IdM) Platform - Wave 1, Interface Control Document (ICD), V15.0, Jun 2021	yes, USB
SRS	[SOA-IdM-SDS]	SOA-IDM Service Oriented Architecture (SOA) and Identity Management (IdM) Platform - Wave 1, System Design Specification (SDS), V9.3, May 2021	yes, USB
SRS	[SOA-IdM-SUM]	SOA-IDM Service Oriented Architecture (SOA) and Identity Management (IdM) Platform - Wave 1, System User and Operation Manual, V8.0, Feb 2021	yes, USB
SRS	[SonarQube]	SonarQube, https://www.sonarqube.org/	yes, (web)
SRS	[STANAG-5500]	(ADatP-03) NATO Message Text Formatting System (FORMETS) – Concept of FORMETS, Ed.A V3, Nov 2019	yes, USB

Table 2 Referenced documents used in SOW and SRS

6. As per CR42, Purchaser is hereby delivering TOPFAS technical documentation, user manuals and training materials. Materials are provided on the USB drive (folder *03 TOPFAS Documentation*) attached to this letter to the signatories of the NDA sent by email on 27 Jan 2023.

Folder	Content
01 TOPFAS Desktop and Web Portal	Each folder contains three sub-folders with:
02 TOPFAS NCRS	- Technical Documentation
03 TOPFAS eFGMT	- Training Material
04 TOPFAS RRT	- User Documentation
05 TOPFAS OCC E&F Tool	

Table 3 TOPFAS technical documentation, user documentation and training materials

7. Further, Purchaser is hereby releasing the remaining RFI responses. Materials as listed below are provided by email. Please note that the updated versions of the Bidding documentation will be released in an upcoming amendment.

Document name
IFB-CO-115498-TOPFAS-BMD_Clarification Requests Release No 2.pdf

8. Finally, as per paragraph 10 (d) (iii) (1) of Reference A, the Bid Closing Date will be extended and this will be confirmed with the release of an upcoming amendment.

9. The NCI Agency point of contact for all information concerning this IFB is Ms. Sumiko Duncan, Senior Contracting Officer (consultant), who may be reached at CO115498TOPFASBMD@ncia.nato.int.

For the Chief of Acquisition:

JeanLuc Guellec
Digitally signed by JeanLuc Guellec
Date: 2023.02.10 15:51:03 +01'00'

Jean-Luc Guellec
Principal Contracting Officer

Attachment 1: Responses to Clarification Requests, Release Number 2

Index no. NCI Agency	IFB Ref.	Bidder's Question	NCI Agency Response
CR1	SRS	We kindly request a clarification; whether or not Purchaser will provide referenced items in bidding period, listed in Table1-1. TOPFAS BMD ARS for instance.	The referenced documents in the SOW and SRS, except for referenced ISO/IEEE standards, will be provided on digital media that will be send to all bidders separately with NATO Restricted documentation being subject to NDA.
CR2	SRS	Typo... "...Collaboration Space tools (Task Planner, Video, Business Intelligence, Assessment, Documents (including WebDAV support), Calendar, Wiki, Collaboration Space." Missing closing brackets lead confusion.	The paragraph [009] should state: "(b) TOPFAS Online - server-hosted or web apps: web apps of SAT, OPT, CAT and OMT, TOPFAS eFGMT (Enhanced Force Generation Management Tool), TOPFAS RRT (Readiness Reporting Tool), TOPFAS RFI (Request For Information), TOPFAS NCRS (NATO Crisis Response System), TOPFAS TEM (Training and Exercise Management), TOPFAS Help Centre, TOPFAS Collaboration Apps and Services (Task Planner, Video, Business Intelligence, Assessment, Documents with WebDAV support, Calendar, Wiki, Collaboration Space)."
CR4	SOW	We kindly request a clarification; if there is any specified date or schedule for delivery of Interface Control Documents(ICDs) for external interfaces.	Most of the external capabilities to interface with are under development and all interfaces are expected to evolve. Exact timelines of availability of the ICDs is not known at this stage. The ICDs that are provided as part of the bidding phase are either current legacy, draft or initial future versions. These ICDs are provided only to support assessing the scope and complexity of the interfaces required. The intent is to be interoperable with the latest ICD of each external capability as long as the ICD is available a minimum of 12 months prior to a planned baseline delivery of TOPFAS.
CR5	SOW	We kindly request a clarification; whether or not Purchaser will provide COTS tools regarding project management, software development, IPS... etc. or Contractor will procure/use his own tools?	Purchaser furnished properties and services are described in SOW Sections 2.1. Contractor responsibilities and requirements regarding Third-Party Software and Components are described in SOW Section 3.7. Furthermore, requirements regarding NSF are described in SOW Section 3.6.
CR6	Bidding instructions	We kindly request a clarification about "Initial DRTM" and DRTM: "Bidding Instruction, Par. 4.5.3.3" states the format and content of "Initial DRTM" and this section also refer to "SOW 6.10", which define the DRTM specification in detail. DRTM is going to be delivered during the project execution period but "Initial DRTM" is going to be delivered with Bid Package. Question is, what will be the difference between "Initial DRTM" and DRTM? We assume the format and structure will be the same, but the content will be finalised during the project phase. Second question is will the Purchaser provide Initial / DRTM template to the Bidders during the Bidding period or will the Contractor be expected to prepare his own Initial and final DRTM format according the requirements?	Initial DRTM requirements (format and initial content) are described in Bidding Instructions (4.5.3.3). Purchaser will provide SRS matrix (Annex A) in Excel format as an input to the Initial DRTM. Remaining DRTM requirements are described in SOW (Section 6.10).
CR12	Bidding instructions	Does the existing template and definition of approach to BMD Scope Imp. Monitoring is enough for Bidding Phase? According to the SOW requirements, it is understood that all the value items, Value Points, etc....shall be defined during the Bidding Phase. Your presentation states that they will be defined in " Initiation Phase". Please clarify.	The BMD Scope Implementation Monitoring (BSIM) approach is described in detail in SOW Section 3.9.9. The Progress Measurement Baseline (PMB) consists of value items (VI) (with associated value points) allocated over time to sprints. The PMB shall be baselined prior to the start of the first sprint. Specifically, [SOW-108] states "The Contractor shall agree with the Purchaser on the PMB for each work package prior to execution of the first iterative development cycle (first sprint) of the respective work package." Furthermore, in accordance with the exit-criteria for the initation phase (SOW 4.2.4, [SOW-178].9) the PMB shall be established during this phase.
CR15	SOW	There is a strong depending on SOA & IdM platform which is under development. What would be the course of action if the platform is not ready at EDC? Will it postpone the start of the project?	EDC is not dependent on the availability of the SOA & IdM platform.
CR16	SOW	Is there upper limit for ramp-up time?	It is essential to have a proper ramp-up period; the Initiation phase is kept relatively short. The Purchaser is anticipating ramp-up period duration of 3-5 months. In case the bidder would like to propose either a shorter or longer ramp-up period duration, it shall be supported with convincing justification. The bidders are reminded that not meeting the entry criteria for the Initiation phase will result in a missed milestone and immediate delays. Please note the SOW for ramp-up period requirements (specifically SOW sections 3.9.1 and 4.1), and the specific entry criteria for the Initation phase (SOW section 4.2.3, [SOW-177]). Furthermore, please note Book 1 - Bidding Instructions, paragraph 4.5.2.2.5. "...The approach shall include justifications and identify assumptions and constraints in order for the Purchaser to assess the feasibility of the approach within the proposed "ramp-up" period duration."
CR22	SOW	What is the anticipated duration of ramp-up phase, considering that there are fixed delivery dates for T-25 etc.?	Regarding the duration of the ramp-up period, please note the answer for CR16; Expectation regarding T-25 delivery will be considered during pre-contract award phase.
CR23	SRS	The list of components is not complete, is it to be taken that unmentioned components will not be modified, only maintained as is? i.e. TBT, TOPFAS lite, CAT Analysis, CAT Data Entry, etc?	All components not specifically mentioned are subject to potential modification if they are impacted by other SRS requirements.
CR24	SRS	There is no mention of eFGMT, NCRS, OCC E&F, or RRT in the SRS. Is it to be assumed that there are no major changes/updates to these tools?	Coherence shall be ensured across the application suite. SRS in its entirety is applicable to all applications and modules.
CR25	SRS	Is there a plan to migrate desktop apps to web, or is it user's choice? Are stored procedures still invested in? Do new functionalities require or rely on new stored procedures? Are there plans to eliminate stored procedures? How much of the whole stack is desktop based?	The SRS requires to maintain existing web-based modules, migrate some to be web based, and develop new web-based modules for new scope (see SRS section 2). The bidder is free to propose the migration of any other desktop module to be web-based e.g. to avoid duplication of the same module functionality in both desktop and web. TOPFAS Desktop custom data layer uses direct SQL queries and Stored procedures. Other applications are mostly using Microsoft Entity Framework data access.

CR28	SRS	Is there any expectations/requirement to cover migration of the existing data of current TOPFAS System?	Data and database shall be fully migrated with no data loss; See [SOW-278], [SOW-291].
CR34	TOPFAS General	Can you provide a technological roadmap for the applications? Will the razor web applications be migrated to SPA? Will all the server side applications/services be containerized to be hosted on SOA & IdM? Any other updates in relation to the technological roadmap?	Technological roadmap for TOPFAS application suite is not available. SRS [REQ-8110] requires all web-based application front-end, with the exception of NCRS and EFGMT, to be implemented to use a single front-end technology stack. All applications shall be deployable on a containerized environment.
CR36	TOPFAS General	Are web version of the desktop apps on par with desktop versions with regard to functionality they provide? If not, is it required or desired in the long term?	SAT, CAT, OPT, OMT Web ("TOPFAS Online") do not currently provide the full functionality of their desktop equivalent. They are mostly limited to read-only, but SAT also provides planning objects creation and editing. Adding creation and editing of other planning objects is also planned for other applications (OPT, CAT). UMT and DMT do not have web equivalents. UMT shall be migrated to be web based. Modules developed or modified as part of the scope are expected to provide the same functionality in desktop and web (simply because they should be the same web module in both).
CR38	NSF	Are SonerQube reports available for all or some of the software components of TOPFAS? Can samples be provided during the IFB phase?	SonarQube reports are available for most of the TOPFAS applications. Detailed report is classified. However, we can indicate that SonarQube reports 1200 "bugs" and 665 days of technical debt for the desktop solution. See Annex CR.38
CR40	SRS	Are "Content Update Files" what is referred to as "Recorded Messages" in the SRS?	No. "Content-Update files" (refering to Bidding Conference Briefing #14 ETEE-FS) are to be considered "instruction sets" for TOPFAS and describing the actions to undertake when the content-update file is released by ETEE-FS at the scheduled time in the exercise script and send back to TOPFAS (also note CR46). The content update file can contain small payloads/updates in addition to the instruction set (total size max 10MB). Larger payloads shall be managed separately by TOPFAS. "Recorded message" is an operational message, data file, or document prepared during the preparation phase of a training or exercise event. Recorded messages can be considered "Training Components" which can be considered a payload.
CR42	Bidding instructions	Can you provide the documents of TOPFAS, such as SSD, ICD, Database Model, Users Manuals, Architecture Design, Training Materials, etc.? In addition, can you provide the reference documents?	The referenced documents in the SOW and SRS, except for referenced ISO/IEEE standards, will be provided on digital media that will be send to all bidders separately. TOPFAS technical documentation, user manuals and training materials will only be provided to signatory of the NDA
CR43	TOPFAS General	Is there any license to be considered as part of the offer for the 3rd party libraries & components; especially the ones to be migrated from .NET framework to .NET core?	Requirements related to Third party Software and Components are defined in SOW Section 3.7. For the status of .NET see clarification CR33.
CR44	TOPFAS General	What is the total size of the O&M team for the current TOPFAS system?	Operations (level 1 & 2 support): Approximately 5 people Maintenance and level 3 support: Approximately 20 people
CR47	SOA&IDM	When will be SOA IdM platform available for use with respect to EDC?	EDC is not dependent on the availability of the SOA & IdM platform. SOA&IDM Platform is planned to be delivered by 2024.
CR48	AIRC2IS	Which version (AirC2IS-1 or2) will be used in the integration between AirC2IS and TOPFAS?	TOPFAS shall interface and integrate with the most recent version of AirC2IS Increment-2 in order to meet BMD requirements. Backward compatibility with AirC2IS Incrment-1 shall be maintained.
CR49	SOW	To provide project schedule, can we assume that Purchaser Furnished Items will be provided at the beginning of the project, for instance EDC or EDC + 1 month? What about ICDs?	It is the Bidder/Contractor's responsibility to specify the expected availability, including assmptions and timelines, of Purchaser furnished property and services as part of Project Management Plan; See [SOW-530]. Regarding the availability of ICDs, please see the clarification provided at CR4.
CR50	SOA&IDM // NSF	How do NSF and SOA &IdM platforms separate responsibilities and collaborate together?	• NSF is responsible for managing and proving support for NSF common services such as (user accounts, VPN access, NSF toolchains (incl. trusted container pipeline and registry), and common infrastructure on NSF. • SOA-IDM is an additional service provided on top of NSF. • SOA-IDM service is responsible for managing and providing access to and support for the SOA-IDM platform on the NSF. • NSF provides support to customers during business hours CET. Outside of which support is on best effort basis except for critical security incidents.
CR54	SOW	Is the purpose of this project (bidding) to rewrite the whole TOPFAS application suite (both desktop and web) from scratch? If not how can we limit the scope?	Purchaser expects new capabilities delivered as enhancements and extensions of the current TOPFAS Application Suite, as per SOW paragraph [010]. Scope of the software requirements is defined in SRS.

Distribution List for IFB-CO-115498-TOPFAS-BMD Amendment 3

All Prospective Bidders

NATO Delegation (Attn: Investment Adviser):
- Albania
- Belgium
- Bulgaria
- Canada
- Croatia
- Czech Republic
- Denmark
- Estonia
- France
- Germany
- Greece
- Hungary
- Iceland
- Italy
- Latvia
- Lithuania
- Luxembourg
- Montenegro
- The Netherlands
- North Macedonia
- Norway
- Poland
- Portugal
- Romania
- Slovakia
- Slovenia
- Spain
- Turkey
- United Kingdom
- United States

NATO HQ
- NATO Office of Resources (NOR)
  - CIS and Cyber Capabilities Branch (CCC) Branch Head
  - NOR Secretariat Section (RPPB, IC, BC)

Strategic Commands

- SHAPE SDP J5 PLS, OF-5 Luc MEES
- SACT CAPDEV CAP OC2, OF-4 Stefan Meyer

ACO Liaison Office
All NATEXs
Embassies