



NCIA/ACQ/2025/06639
10 March 2025

Market Survey - Request for Information

NCI Agency Reference: RFI-424238-NHQ

NCI Agency Point of Contact

Contracting Officer: Gracja Jablonska

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To : Distribution List (Annex A)

Subject : **NCI Agency Market Survey – Request for Information (RFI)**
RFI-424238-NHQ

1. NCI Agency requests the assistance of the Nations and their Industry to identify within all NATO Nations a partner to operate and maintain two alternate (warm) CIS environments hosted at NATO facilities and provide additional support to activate these environments to production status in case of a major event at the primary CIS hosting location.
2. This Request for Information is being issued to identify potential solutions and possible suppliers. The broadest possible dissemination by Nations of this Market Survey Request to their qualified and interested industrial base is requested.
3. The summary of the requirements is set forth in the Annex B attached hereto. Respondents are requested to reply via the questionnaire at Annex C. Other supporting information and documentation of current and future capability programmes is also welcome (technical data sheets, marketing, brochures, non-binding catalogue price lists, etc.).
4. The detailed scope of the envisaged project is described in the Detailed Requirements in Annex D to the RFI contains the list of systems subject to the Data Survey, and this document will be provided to responders by e-mail and only upon the return of the duly signed Annex E Non-Disclosure Undertaking enclosed to this letter.



NATO Communications
and Information Agency
Agence OTAN d'information
et de communication
Avenue du Bourget 140
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5. The NCI Agency reference for this Market Survey - Request for Information is **424238-NHQ**, and all correspondence and submissions concerning this matter should reference this number.
6. Responses shall in all cases include the name of the firm, telephone number, e-mail address, designated Point of Contact, and a NATO UNCLASSIFIED description of the capability available and its functionalities. This shall include any restrictions (e.g. export controls) for direct procurement of the various capabilities by NCI Agency. Non-binding pricing information is also requested as called out in Annex C.
7. Responses are due back to NCI Agency no later than **26 March 2025 12.00 CET (Brussels Time)**.
8. Responses may be issued to NCI Agency directly from Nations or from their Industry to the Point of Contact indicated at Paragraph 9 below.
9. The NCI Agency reference for this Market Survey - Request for Information is **424238-NHQ**, and all correspondence and submissions concerning this matter should reference this number in title of the e-mail to: 424238-NHQ@ncia.nato.int;
10. The Agency may request a demonstration or technical discussion of the described solution. Respondents will be contacted if such a demonstration/technical discussion is desirable to make further arrangements. Respondents are requested to await further instructions after their submissions and are requested not to contact directly any NCI Agency staff other than the POC identified above in Paragraph 9.
11. Any response to this RFI shall be provided on a cost-free and voluntary basis. Not responding will not prejudice or cause the exclusion of companies from any future procurement that may arise from this Market Survey.
12. Responses to this RFI, and any information provided within the context of this survey, including but not limited to pricing, quantities, capabilities, functionalities and requirements will be considered as indicative and informational only and will not be considered as binding on the participant or on NATO within the context of any future acquisition.
13. The NCI Agency is not liable for any expenses incurred by firms in conjunction with their participation in this Market Survey and this Survey shall not be regarded as a commitment of any kind concerning future procurement of the items described therein.
14. Your assistance in this Market Survey request is greatly appreciated.

For the Chief of Acquisition:

Contracting Officer

NATO UNCLASSIFIED





Enclosures:

Annex A (Distribution List)

Annex B (Request for Information - Summary of Requirements)

Annex C (Request for Information - Questionnaire)

Annex D (Detailed Requirements – distributed upon request and signed NDU)

Annex E (Non- Disclosure Undertaking)

ANNEX A

Distribution List for Market Survey – Request for Information

All NATO Delegations (Attn: Investment Adviser)

All NATO Members Embassies in Brussels (Attn: Commercial Attaché)

Belgian Ministry of Economic Affairs

NCI Agency – All NATEXs

NCI Agency – (reserved)

ANNEX B

SUMMARY OF REQUIREMENTS

Market Survey – Request for Information
RFI-424238-NHQ**1. Introduction****1.1. NCI Agency**

The NATO Communications and Information Agency (NCI Agency), established on the 01 July 2012, is NATO's provider of IT and Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR), including Cyber and Missile Defence. The NCI Agency is part of the NATO Communications and Information Organisation (NCIO).

The NCI Agency delivers advanced C4ISR technology and communications capabilities in support of Alliance decision-makers and missions. This includes the acquisition of technology, experimentation, the promotion of interoperability, systems and architecture design and engineering, as well as testing, technical support and training.

2. Scope

The NCI Agency requires a partner to operate and maintain two alternate (warm) CIS environments hosted at NATO facilities and provide additional support to activate these environments to production status in case of a major event at the primary CIS hosting location. The partner will also need to support one major and three minor exercises each year to test the activation process.

3. Eligibility

Eligible suppliers must be from Participating NATO Nations (ALBANIA, BELGIUM, BULGARIA, CANADA, CROATIA, THE CZECH REPUBLIC, DENMARK, ESTONIA, FINLAND, FRANCE, GERMANY, GREECE, HUNGARY, ICELAND, ITALY, LATVIA, LITHUANIA, LUXEMBOURG, MONTENEGRO, THE NETHERLANDS, NORTH MACEDONIA, NORWAY, POLAND, PORTUGAL, ROMANIA, SLOVAKIA, SLOVENIA, SPAIN, SWEDEN, REPUBLIC OF TÜRKIYE, THE UNITED KINGDOM and THE UNITED STATES), unless otherwise specifically authorized by the NCI Agency.

4. Current Solution

The NCI Agency is building two alternate CIS environments including infrastructure and services. Once operational the Agency will maintain these environments until they are handed over to a contractor to operate.

The solution will be NATO owned and contractor operated (NOCO).

Additional details about the current solution and a list of the requirements that a contractor needs to deliver are available in Annex D which is NATO UNCLASSIFIED. Please follow above instructions to obtain detailed requirements.

ANNEX C

Market Survey – Request for Information RFI-424238-NHQ Questionnaire

Instructions

- Please enter your responses directly below the questions in this questionnaire.
- Please feel free to make assumptions, however, it is important that you state what these assumptions are.
- Please do not enter any general company marketing or sales material as part of your specific responses within this market survey.
- Please answer the relevant questions as comprehensively as possible, providing as much detail as necessary.
- All questions within this document should be answered in conjunction with the summary of requirements in Annex B and the Summary of Detailed Requirements in Annex D.
- Cost details requested in the questions refer to Rough Order of Magnitude (ROM) Procurement & Life Cycle cost, not a binding offer. Please include all assumptions the estimate is based upon.

Questions

A. Company Information

1. Please provide your:

- Company name and address
- Point of Contact name, title and email address
- Company details and track record in providing solutions and services in area of military systems including Technical Documentation, Training, Contractor Logistic Support.

B. Solution based questions:

- 1) Please provide a list of the NATO countries in Europe in which your organisation maintains operations and can also provide the services that meet the detailed requirements in stated in this document.
- 2) Does your organization offer on premise services like this to other customers? If yes, is this is a standard service offered to multiple customer or a custom service that needs to be highly customized for each customer?
- 3) Please indicate whether your solution can satisfy the full range of requirements stated in this document, providing additional information for those requirements partially or not covered.
- 4) Please indicate any additional feature/capability of your solution that goes beyond the requirements in this document.
- 5) What time period would you recommend for the on boarding work (stage 0) after contract award? Is three months possible?
- 6) Approximately how many personnel would be required for each work stage (ref. Annex D, 2.2)?
- 7) Would the vendor require the installation of any special tools or services beyond what is already listed in this document?
- 8) What key performance indicators (KPIs) or performance measures are typically used in the industry to track and evaluate the effectiveness of the type of services described? Please provide specific examples relevant to this type of service.
- 9) Based on your experience, what are the typical challenges and considerations for projects of this nature? Company assessment on potential risks for the implementation of such project.

- 10) Please provide an estimated timeline for the project, outlining the anticipated duration of each phase, from contract award to the point of the solution being fully operational.
- 11) Given that certain critical duties at two on-site locations necessitate personnel possessing Cosmic Top Secret (CTS) clearance, please confirm your organisation's ability to provide appropriately cleared staff for these tasks.
- 12) Will all of the work be performed by staff from a single company or will subcontractors be used? Will different subcontractors be used for each location?
- 13) Would you recommend any changes to the split of responsibilities between NATO and the contractor?
 - a) Should NATO be responsible for level 3 support instead of the contractor?
 - b) Should NATO be responsible for patching and upgrades instead of the contractor?
 - c) Should NATO be responsible for stage 1 instead of the contractor?

C. Commercial Aspects

1. Are there any restrictions on the use and deployment of the service and any associated tools within: NATO, NATO Nations and/or NATO Deployed Operations?
2. Can you provide references to public sector customers, more specifically in the defence sector, currently using your solution?
3. For the type of service outlined in this document, please describe the pricing structure that your organisation typically utilises. For example, do you typically operate on a fixed-fee basis, a time and materials model, or another structure? Please provide a brief explanation of your preferred approach.
4. Company case studies for similar projects and roadmap for the development of improvements and evolutions.

D. Procurement, Licensing and Cost

1. Based on your experience, what would you identify as the primary cost drivers associated with providing the type of services outlined in this request for information?
2. How do these costs vary between different regions in Europe?
3. How do the costs vary depending upon the recovery time objective?
4. Please provide rough order of magnitude (ROM) cost estimates for each work stage outlined in this RFI, considering two different contract durations:

Option A: 3-year contract duration
Option B: 10-year contract duration

Please summarize these costs using the following table. If cost ranges are provided then there should be an explanation about what additional information is required to reduce the cost range.

Stage number	Stage title	3 Year Cost (€)	10 year cost (€)
0	On boarding		
1	Normal operations for alternates		
2	Exercises		
3A	Activation(A)		
3B	Activation(B)		
4	Normal operations for production For cost estimation assume this stage lasts for one year		

Further explanation can be provided as additional text.

E. Alignment with industry best practice.

1. The NCI Agency is willing to consider proposals that modifying the requirements in this request for information in order to align with industry best practise for the delivery of this service. Please use this section to provide any proposals for this. Include justification for the change and a rough order of magnitude cost analysis.