

## Notification of Intent to Invite Bids

*Method: International Competitive Bidding (ICB)*

### Business Applications Services Outsourcing for the NATO Business Applications Centre (NBAC)

**NCI Agency Reference: IFB-CO-424203-NBAC**

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**Estimated Amount:** EUR 25,000,000 Including 3 Base and 2 Optional Years

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**NOI Closing Date:** 23 June 2025

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**Solicitation Release Date:** Anticipated on 30 June 2025

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**Solicitation Closing Date:** Anticipated on 15 September 2025

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**Contract Award Date:** Anticipated on 8 December 2025

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**Competition Type:** ICB Lowest Priced Technically Compliant

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The NCI Agency hereby notifies the NATO Nations of its intent to invite bids for the procurement of performance-based business applications services outsourcing for the NATO Business Applications Centre.

***\*\*Neo eProcurement Registration\*\****

*Attention Suppliers,*

*The NCI Agency is stepping into a new era of procurement. We have launched an eProcurement tool, Neo, to make our collaborations smoother, faster, and more transparent. If you are keen to do business with us, you will need to register in [Neo](#). This tool will offer suppliers visibility into past, current and upcoming business opportunities, and streamlines the competition cycles, contract awards, and account management.*

**NCI Agency Points of Contact**

Mr. Peter Kowalski, Senior Contracting Officer  
Ms. Maria Huerga, Principal Contracting Assistant

**Email:** [IFB-CO-424203-NBAC@ncia.nato.int](mailto:IFB-CO-424203-NBAC@ncia.nato.int)

**Annexes:**

- A. Summary of Requirements
- B. Distribution List

To : Distribution List

Subject **Notification of Intent to Invite International Competitive Bids for Business Application Services Outsourcing for NBAC**

Reference(s) A. BC D(2018)0004-FINAL, BC Budget Procurement Guidance, dated 29 January 2018  
B. AC/337-D(2016)0014, NCIO Financial Rules and Procedures, dated 16 March 2016

1. In accordance with References A and B, the NATO Communications and Information Agency (NCI Agency), acting as Host Nation responsible of implementing the subject requirement, hereby gives notice of its intent (NOI) to issue an Invitation for Bid (IFB) for the procurement of performance-based business application services outsourcing, hereafter referred to as the "Project".
2. A high-level summary of the requirements for this Service is set forth in Annex A hereto. These requirements are being refined and will be included in further detail as part of the IFB.
3. The reference for this opportunity is **IFB-CO-424203-NBAC**, and all correspondence concerning this NOI and subsequent IFB should reference this number.
4. The NCI Agency plans to issue an IFB using the International Competitive Bidding (ICB) Procedure for Lowest Priced Technically Compliant (LPTC) evaluations. A single, firm-fixed price contract is planned for the entire scope of work.
5. Eligibility to participate in the subsequent IFB is declared by national authorities. Hence, qualified and certified companies interested in receiving an IFB for this Service are hereby requested to provide a Declaration of Eligibility (DoE), **sent** by their Delegation/Mission to NATO to the NCI Agency contracting authority not later than **Monday, 23 June 2025**.
  - a. In addition to the certification of the company's security clearances required under this NOI, the DoE should include the following information for each of the nominated companies:
    - Company name
    - Company address
    - Point of Contact (PoC)
    - PoC email address
    - PoC telephone number
  - b. This information is critical to enable prompt and accurate communication with prospective bidders and should be sent electronically to [IFB-CO-424203-NBAC@ncia.nato.int](mailto:IFB-CO-424203-NBAC@ncia.nato.int).
6. Requests for participation in this competition received directly from individual firms cannot be considered.

7. Bidders will be required to declare a bid validity of 12 (twelve) months from bid closing date. Should the selection and award procedure exceed the bid closing date by more than 12 (twelve) months, companies will be requested to voluntarily extend the validity of their bids accordingly. Bidders may decline to do so, withdraw their bid and excuse themselves from the bidding process without penalty.
8. National authorities are advised that the IFB package is anticipated to be NATO UNCLASSIFIED.
9. The successful bidder's staff performing the contracted services will be required to work unescorted in Class II Security areas. Accordingly, those personnel will be required to hold and maintain security clearances up to the level of NATO SECRET. A facility clearance for the successful bidder will not be required.
10. The NCI Agency is not liable for any expenses incurred by companies in conjunction with their responses to this NOI and such responses shall not be regarded as a commitment of any kind concerning future procurement of the items or services described herein.
11. Your assistance in this procurement is greatly appreciated.

**For the Chief of Acquisition:**

Peter Kowalski  
Senior Contracting Officer

## **Annex A – Summary of Requirements**

### **1. Project Objective**

The NATO Communications and Information Agency (NCIA) is dedicated to acquiring, deploying, and defending communication systems for NATO's political decision-makers and Commands. It operates on the frontlines against cyber-attacks, collaborating closely with governments and industry to prevent future debilitating attacks. The NCIA plays a crucial role in maintaining NATO's technological edge and ensuring the collective defense and crisis management capabilities of the Alliance.

The purchaser proposes to establish performance based contract requirements with regards to day-to-day application support services and change management services. The requirements either fall directly under a base contract section (Section A), or under a section that will be used to define detailed task orders (Section B).

#### **Section A: Day-to-day support and changes**

The base contract requirements enable day-to-day support activities and implementation of elective changes.

#### **Section B: IT projects – Digital transformation projects via task orders**

Section B enables the definition of task orders, which include delivery on digital transformation projects that introduce new IT systems, or implement significant evolutionary changes to existing systems.

Next to the expected activities described in Section A, Section B also includes Project Management activities.

A negotiated task order will be initiated by NCIA and will contain details on the specific scope, value, project constraints and milestones for the delivery of the IT project.

NCIA requires these IT services to be executed effectively and efficiently, managed and monitored consistently by the Contractor, keeping up with quality standards.

The activities described in section A and B are mainly currently carried out by the NBAC team and the NEO Service Desk Team (supporting industry service providers to NCIA). The eventual performance-based contract envisages a Contractor taking over these tasks from the above mentioned teams, and collaborating with them for the execution of the required activities.

### **2. Scope of Work**

#### **a. Section A High Level Objectives**

The following services are requested under Section A. The below services, each shown as a distinct High Level Object (HLO), are presented using 5 distinct work packages.

### **Work Package 1: Administration**

Objective A1: Database Administration

Objective A2: Application Server Administration

Objective A3: Availability Management

### **Work Package 2: Frontline Support**

Objective A4: Service Desk Operations and Supplier/User Education

Objective A5: User Access Management

### **Work Package 3: Incident/ Problem Management and Bug Fixing**

Objective A6: Incident Management

Objective A7: Problem Management

Objective A8: Bug Resolution and Corrective Change Management

### **Work Package 4: Service Reporting and Monitoring**

Objective A9: Service Reporting and Monitoring

### **Work Package 5: Evolutionary Change Management**

Objective A10: Change Management services for evolutionary changes on existing systems.

## **b. Section B High Level Objectives (Supplemental Task Order Based)**

The following services are requested under section B.

Section B contains all activities from Section A that would be required to deliver the project (most notably, but not limited to, HLO A9 activities). In addition it contains program and project management activities HLO B1 to B9.

Objective B1: Project Planning

Objective B2: Delivery coordination

Objective B3: Stakeholder Management

Objective B4: Risk Management

Objective B5: Scope Management

Objective B6: Quality Management

Objective B7: Project Reporting & Monitoring

The service could include the provisioning of hardware components if delivery of the project as described under the task order requires it.

The service does include project management activities as per the requirements of a specific task order.

NCIA expects the Contractor to use the ITSM systems supplied by NCIA.

A supplemental task order (either Time and Material term-basis or Firm-Fixed Price completion-basis) will be negotiated and awarded on the condition of a scope, time, cost and quality constraints.

The location of service execution is dependent on the task order.

**c. Applicable Service Areas**

The system landscape for these services apply is as follows:

**Service APP032** (PERFAS): Personnel Functional Area Service, APMS Application Service.

**Service APP071** (EBA): Enterprise Business Applications in Oracle E-Business Suite Applications R12.2 for Human Resources, Finance, Project/Budget accounting, Asset Management and (Advanced) Procurement (Including custom modules, like Travel, Request to Resource, iSupplier (E-Procurement Platform) etc.), Oracle HCM<sup>1</sup> Fusion Cloud (SaaS Solution), Cognito, Kyriba, GL Wand, Reports Wand, More4Apps Wizards and Command Center (ECC).

**Service APP090** (BI): Oracle Business Intelligence Applications (OBIA) for Data Warehouse and Business Intelligence (BI; Microsoft PowerBI).

**Service APP001:** Support to Desktop Applications.

**Service APP095:** JIRA

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<sup>1</sup> HCM: Human Capital Management

## **Annex B – Distribution List**

### **NATO Delegations:**

Albania	Greece	Poland
Belgium	Hungary	Portugal
Bulgaria	Iceland	Romania
Canada	Italy	Slovakia
Croatia	Latvia	Slovenia
Czech Republic	Lithuania	Spain
Denmark	Luxembourg	Sweden
Estonia	Montenegro	The Republic of Türkiye
France	Netherlands	The United Kingdom
Finland	North Macedonia	The United States
Germany	Norway	

### **Embassies in Brussels (Attn: Commercial Attaché):**

Albania	Greece	Poland
Belgium	Hungary	Portugal
Bulgaria	Iceland	Romania
Canada	Italy	Slovakia
Croatia	Latvia	Slovenia
Czech Republic	Lithuania	Spain
Denmark	Luxembourg	Sweden
Estonia	Montenegro	The Republic of Türkiye
France	Netherlands	The United Kingdom
Finland	North Macedonia	The United States
Germany	Norway	

### **NCI Agency – All NATEXs**