

NCIA Request for Information (RFI) - 07355

NCIA/ACQ/2025/07355
Friday, 10 October 2025

To: Industry Partners

**Subject: LOGFAS FUNDAMENTAL AND DATA OPERATOR TRAINING
DELIVERY
07355**

1. The NATO Communications and Information Agency (NCIA) is conducting market research to identify qualified vendors and gather input on potential solutions to support the upcoming acquisition for training delivery of Logistics Functional Area Services (LOGFAS). To that end, we are issuing the attached Request for Information (RFI) 07355 to solicit feedback from capable and interested industry partners.
2. This RFI is issued for planning purposes only and is not a request for bids. It is part of NCIA's effort to ensure it has a clear understanding of the marketplace, available capabilities, and potential acquisition strategies.
3. We value your insight and invite you to:
 - a. Share relevant corporate capabilities and experience;
 - b. Review and comment on our draft requirements (Annexes A and B) with a view in providing recommendations for improving performance outcomes, competition, and efficiency; and identifying any risks or concerns that should be considered during planning.
4. Submission instructions and additional details can be found in the enclosure to this RFI.
5. Only companies from a NATO member country can participate in or respond to this RFI (https://www.nato.int/cps/en/natohq/nato_countries.htm).
6. Should you have any questions or need clarification, please contact Carlos Martins at RFI-07355@ncia.nato.int .
7. We thank you in advance for your time and input, and we look forward to engaging with you as we shape this potential acquisition.

For the Chief of Acquisition:

Carlos Martins
Principal Contracting Assistant

Enclosure:

- Request for Information with Annexes A and B
- Distribution List

Distribution List

1. NATO Delegation (Attn: Infrastructure Adviser)

- | | | |
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| 5. Croatia | 16. Latvia | 27. Slovenia |
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| 9. Finland | 20. Netherlands | 31. United Kingdom |
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2. All NATEXs

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REQUEST FOR INFORMATION

A. Introduction

1. The NATO Communications and Information Agency (NCIA) is conducting market research to identify potential sources and gather information regarding industry capabilities to support training of Logistics Functional Area Services (LOGFAS). This Request for Information (RFI) is issued solely for informational purposes and does not constitute a Request for Proposal (RFP), Request for Quotation (RFQ), or invitation for bid.

B. Purpose

1. The purpose of this RFI is to obtain input from industry to help inform the NCIA's acquisition planning. Responses to this RFI will assist in refining requirements, identifying capabilities, and shaping the strategy for any future solicitation.

C. Background

1. The NATO Communications and Information Academy (NCI Academy) located in Oeiras, Portugal currently delivers NATO technical and operational training on a variety of hardware and software systems. In the light of these activities, the NCI Academy is looking to outsource the delivery of Logistics Functional Area Services (LOGFAS) Fundamental and Data Operator training, as well as the development and updates of the training materials, the management of course iterations and to provide SME support to NATO and National HQ as required. The intent is to obtain the services of appropriate subject matter experts who can deliver training and update training materials.
2. The work shall involve LOGFAS Fundamental and Data Operator training delivery, iterations management, course material development, course update, and LOGFAS operational mentoring to customers from the NATO Command Structure, NATO Force Structure, NATO member MODs, and Partner Nations, as well as testing LOGFAS software and provide bug reports. Course iterations delivery shall be conducted at the NCI Academy in Oeiras, and optionally at any of the NATO or National locations not including North America.

D. Submission Instructions

1. Interested parties are invited to respond in accordance with the instructions below:
 - a. Submit responses via the email address in section H no later than **12:00 hours Central European Time (CET) on 15 November 2025**.
 - b. Responses should be submitted in PDF or Word format and must not exceed **15 pages**, including:
 - i. Responses to [Annex A](#) and comments on [Annex B](#)
excluding:
 - i. Cover page
 - ii. Company brochures or product literature (if included)

- iii. Attachments such as past performance references
- c. Use the following subject line for submission
 - i. “Response to RFI [RFI Number] – [Company Name]”
- d. All responses should address the items listed in [Annex A](#) – Requested Information.
- e. Respondents are also encouraged to review and comment on the draft requirements in [Annex B](#) – Draft Statement of Work (SOW)/Performance Work Statement (PWS).

E. Industry Engagement (Optional)

1. Not Applicable

F. Disclaimer

1. This RFI is for planning and informational purposes only and shall not be construed as a solicitation or obligation on the part of the NCIA. The NCIA does not intend to award a contract based on responses to this RFI. Respondents are solely responsible for all costs incurred in responding to this RFI. The NCIA will consider and analyse all information received from this RFI and may use these findings to develop a future solicitation. The NCIA will consider all responses as confidential commercial information and will protect it as such.
2. NCIA reserves the right, at any time, to cancel this informal market survey, partially or in its entirety. No legal liability on the part of NCIA for payment of any sort shall arise and in no event will a cause of action lie with any prospective participant for the recovery of any costs incurred in connection with the preparation of documentation or participation in response hereto. All effort initiated or undertaken by prospective informal market survey participants shall be done considering and accepting this fact.

G. Use of Information Provided through Responses

1. Confidentiality of Responses

The NCIA may incorporate industry comments and responses, in part or in whole, into a future release of a solicitation. Should respondents include proprietary data in their responses that they do not wish to be disclosed to the public for any purpose, or used by NCIA (except for internal evaluation purposes), they must:

- a. **Mark the title page with the following legend:**

This document includes data that shall not be disclosed outside NATO and shall not be duplicated, used, or disclosed – in whole or in part – for any purpose other than for NCIA internal evaluation purposes, unless otherwise expressly authorised by [insert company name]. This restriction does not limit the NCIA’s right to use information contained in this data without restriction if it is obtained from another source. The data subject to this restriction are contained in sheets [insert numbers or other identification of sheets]

- b. **Mark each sheet of data it wishes to restrict with the following legend:**

Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this document.

H. RFI Point of Contact

1. Carlos Martins
2. **RFI-07355@ncia.nato.int**

Annex A – Requested Information

1. Respondents are encouraged to provide the following information in their response:

a. Company Information

- i. Legal Business Name
- ii. Address
- iii. Website
- iv. Primary Point of Contact
- v. Email address

b. Technical Capability

- i. Summary of relevant capabilities and past performance

c. Feedback and Recommendations

- i. Comments on the draft Statement of Work (SOW)/ Performance Work Statement (PWS)
- ii. Responses to the following RFI Questions:
 - 1. Virtual Training Environment Capabilities**
 - a. Do you offer on premise virtual labs?
 - b. What types of cybersecurity threats and attack scenarios are simulated?
 - c. Can NATO be given access to your environment in order to get a 'hands-on' perspective?

2. Training Modules and Content

- a. Which NATO Logistics topics and skill levels do your training programs cover?
- b. Do your instructors have knowledge of working with the LOGFAS suite of tools at an operational level?
- c. How is your content offering updated / how can it stay abreast with continuous developments in the NATO Logistics domain?

3. Technical and Security Requirements

- a. Do you have access to a Mobile Training Kit that could be deployed to deliver the training requirements?
- b. Are your instructors NATO Secret vetted?
- c. What are the system requirements for accessing your virtual training environment?
- d. How is data security and user privacy ensured within your platform?
- e. Has your platform already been accredited for use in other environments (e.g. a National MoD or other government organisation) and to what level of security classification?
- f. Can you confirm that all your servers reside in a NATO country?

4. Pricing and Licensing Models

- a. What are your pricing structures for individual training?

- b. Do you offer enterprise or volume-based licensing options?
- c. Are there any additional costs for customization or dedicated support? If so, what is the pricing structure for that?

1.

- iii. Innovations or alternatives
- iv. Rough Order Magnitude (ROM), including any assumptions upon which they are based

d. Questions or Concerns

- i. Risks, concerns, or barriers
- ii. Suggestions for risk mitigation or enhancing competition

Annex B – Draft Requirements / Statement of Work (SOW/PWS)

Note: This is a DRAFT and subject to change. The NCIA is seeking industry feedback.

1. Background

The NATO Communications and Information Academy (NCI Academy) located in Oeiras, Portugal currently delivers NATO technical and operational training on a variety of hardware and software systems. In the light of these activities, the NCI Academy is looking to outsource the delivery of LOGFAS Fundamental and Data Operator training, as well as the development and updates of the training materials, the management of course iterations and to provide SME support to NATO and National HQ as required. The contractor shall make available personnel capable of providing the services specified in this Statement of Work (SoW). The intent is to obtain the services of appropriate subject matter experts who can deliver training and update training materials.

The work shall involve LOGFAS Fundamental and Data Operator training delivery, iterations management, course material development, including e-learning content and management of existing e-learning content, course update, and LOGFAS operational mentoring to customers from the NATO Command Structure, NATO Force Structure, NATO member MODs, and Partner Nations, as well as testing LOGFAS software and provide bug reports. Course iterations delivery shall be conducted at the NCI Academy in Oeiras, and optionally at any of the NATO or National locations, not including North America.

2. Scope

The Contractor shall provide Services including, but not limited to:

2.1 Training courses

The training delivery shall be carried out at the NCI Academy in Oeiras location or at NATO and National Headquarters with the host authority providing the training environment.

The LOGFAS course covered under this agreement includes the following courses (which includes the supporting Course Control Documentation, course schedules, training materials, and assessments) as defined in the NCI Academy Catalogue.

2.2 LOGFAS iterations management

Liaise with other instructors and students to ensure smooth course execution. Prepare iteration related documentations and act as a POC for any issue related to the LOGFAS iterations.

2.3 Training Material update

LOGFAS training materials (lesson plans, and PowerPoint presentations) shall be delivered by the LOGFAS Section Head, NCI Academy with the release of new versions/updates. Additional content shall be developed to cover new functionalities or operational procedures introduced with these updates.

2.4 LOGFAS Course adaptation

Review course content to ensure it aligns with significant changes in the Performance Objectives, as well as the Enabling and Learning Objectives. This may necessitate a major reorganization of course modules and the associated lesson schedule including a review of the Course Control Documents.

2.5 LOGFAS Mentoring

LOGFAS Mentoring shall be provided at the NCI Academy in Oeiras location or at NATO and National Headquarters. The contractor shall provide mentoring for LOGFAS Fundamental and Data Operator tools using the following Modules: LOGFAS Connection Manager (LCM), Geographic Manager (GeoMan) and LOGFAS Data Manager (LDM) as indicated by the designated task leader.

Each mentoring iteration shall include preparation, coordination, delivery, and an end-of-activity report on the conduct, results, and recommendations for continuous improvement.

2.6 LOGFAS software testing

LOGFAS Functional Service software testing shall be conducted using the NCI Academy Training Network for any of the LOGFAS tools as directed by the designated task leader. Each testing activity shall include preparation, coordination, testing, and an end-of-testing report on the activity conducted, results, and recommendations for continuous improvement.

3.7 LOGFAS Instructor manual development

Support the development of instructor manuals, including standard NCI Academy presentations and lesson plans, to support instructors and trainers in delivering LOGFAS courses, as indicated by the LOGFAS Section Head. Lesson plans must be delivered in accordance with NCI Academy Quality Assurance standards.

3. Objectives

The main objectives of this statement of work can be summarized as follows:

The main objectives of this statement of work can be summarized as follows:

- Successful delivery of LOGFAS training iterations at the NCI Academy in Oeiras or as a Mobile Training Team (MTT).

4. Deliverables

The following deliverables are expected for 2026:

#	Deliverable	Duration (hours)	Estimated Qty / iterations
	LOGFAS Fundamental and Data Operator course	60.8	6

Optional Deliverables 2026 & 2027

The following deliverables are options for 2026 & 2027:

#	Deliverable	Duration (hours)	Estimated Qty/ iterations
1	LOGFAS Fundamental and Data Operator course	60.8	50

Important: Travel costs are included in the iteration. No additional cost for travel (including accommodation, per diem, travel expenses, etc.,) will be claimed separately.

The payment shall be dependent upon successful acceptance of the Annex B – Certificate of Acceptance.

5. Expected Outcomes:**5.1 Course iterations onsite in NCI Academy in Oeiras or MTT.**

- **Instructor Preparation:** The Contractor must prepare in advance for the iteration, including reviewing and updating the training material available, preparing the lesson, and testing the practical exercises to ensure smooth training delivery.
- **Iteration Preparation:** The Contractor is responsible for ensuring, the training environment is prepared and all training materials are available and up to date for the students, aligned with Coordination and Support Branch, Section Head and Quality Assurance.
- **Course Delivery and Assessment:** Successfully deliver the course iteration and complete all student assessments according to the supporting Course Control Documents (CCDs), lesson schedule, and lesson plan.

- **First Impression Report:** Provide a First Impression report by email to the LOGFAS Section Head or their representative, immediately after course completion.
- **Continuous Improvement Plan:** Develop an end-of-course iteration continuous improvement plan within 5 working days of each iteration completion.
- **Bug Reports and Lessons Identified:** Provide bug reports and Lessons Identified within 5 working days of iteration completion.
- **For Mobile Training Team (MTT):** Interview with the host training coordinator or their representative, regarding the conduct of the course and a report of their assessment.
- **Travel** from Oeiras to MTT location.
- Align with additional instructions or Direction and Guidance (D&G) from the Section Head.

5.2 Training material Update:

- **New Functionality Description:** Develop additional paragraphs and submit to the LOGFAS Section Head to describe operation of new functionalities or features.
- **Material Update:** Provide feedback to support the updating of presentations, lesson plans, instructor manuals, and student handouts to be accurate for the new LOGFAS versions in use.
- **Record Maintenance:** Maintain a record of changes.
- **Final Exam Testing:** Test the final exam for each course to ensure alignment with course content, suggesting modification as required.
- Align with additional instruction or D&G from the Section Head.

5.3 LOGFAS Training Material development

- **Develop additional Training Material:** Develop additional training material (Audio/Visual materials, and worksheets) to describe new LOGFAS features or operational procedures not already included in the course curricula as required by the Section Head.
- **Lesson Plans:** Update lesson plan as required.

- **Audio/Visual Update:** Update Audio/Visual materials to reflect changes in tool functionalities in coordination with Learning Design and Development Branch (LDDDB).
- **Course-Specific Updates:** Perform separate updates for each course.
- **Record Maintenance:** Maintain a record of changes.
- Align with additional instruction or D&G from the Section Head.

5.4 LOGFAS Course Adaptation

- **Course Content Review:** Review the course content and present an adaptation plan to the Section Head.
- **Module Creation:** Create necessary modules and training material as agreed with the Section Head.
 - **Course Schedule Update:** Update the course schedule, including a review of the Course Control Documents, identifying the need to create new Enabling Learning Objectives (ELOs) or update existing ones.
- **Lesson Plan Creation/Update:** Create or update lesson plans as required.
- **Record Maintenance:** Maintain a record of changes.
- Align with additional instruction or D&G from the Section Head.

5.5 LOGFAS Instructor workshop (WS) Support

- **Joining Letter Creation:** Prepare and distribute a joining letter to participants.
- **Event Coordination:** Coordinate the workshop event as required by the Section Head.
- **Guest Support:** Assist guests during the workshop, facilitate discussions, and present topics as directed by the Section Head.
- **Minutes Creation:** Document and create minutes of the event.
- Align with additional instruction or D&G from the Section Head.

5.6 LOGFAS iterations management

- **Liaison:** Liaise with instructors, Coordination and Support Branch (CSB), and students to ensure smooth course execution.

- **MTT Administration Order:** Create and Distribute the MTT Administration order, verify functionality check result and support the customer headquarters in fixing any possible issue that may hamper the course execution.
- **Course Environment Management:** Ensure that the course runs in the correct environment.
- Align with additional instruction or D&G from the Section Head.

5.7 LOGFAS Mentoring:

- **On-Site Mentoring:** Under the direction of the Section Head or designated task leader, provide mentoring to LOGFAS Fundamental and Data Operators on-site at the designated military headquarters in support of training preparation, exercises, or operations.
- **Mentoring Report:** Submit a report on the mentoring activities of the week, detailing the added value of the support, any lessons identified, and possible continuous improvement activities.
- Align with additional instruction or D&G from Section Head.

5.8 Development of LOGFAS Iteration management SOP

Develop an SOP to support the management of course iterations in house and as MTT:

- Standardise procedures and identify best practices.
- Identify responsibilities and task for each actor involved (Instructor, Section Head, and customers)
- Create a check list to allow customer to test the environment in advance to avoid issues during the delivery of the course
- Create standard Welcome letters to ensure students have all the information related to the course they are going to attend.
- Align with additional instruction or D&G from Section Head.

6. Expected Performance:

The contractor will be evaluated at any feasible opportunity at least twice a year. The Academy Course Manager, Training Branch Head, or Quality Assurance representative designated by the NCI Academy through observation, conducts

evaluations, and results will be recorded on a NCI Academy instructor observation form (Annex A). A copy of the completed form will be provided to the contracting firm.

6.1 Course iteration onsite in NCI Academy in Oeiras

- Performance Requirements:

- Coverage of all subjects as per syllabus and teaching points.
- Utilization of existing review exercises and quizzes.
- Provision of individual feedback on formative assessments.
- Achieve at least 90% of students annually meeting all course objectives (formative and summative assessments).
- Ensure over 80% of students feel that the course learning objectives and the instructional delivery have been met satisfactorily, as determined by anonymous student satisfaction surveys.
- Provide value-added recommendations for continuous course improvement.
- Engage proactively with customer staff to ensure a suitable training system on-site for MTTs.
- Effectively use all the remote training tools available.

6.2 LOGFAS training material updates

- Performance Requirements:

- Update training materials (Audio/Visual material, and worksheets) to ensure consistency with the latest LOGFAS version in use (screenshots and steps).
- Ensure that Lesson Plans reflect the changes in the training material.
- Make minor adjustments to steps describing existing features based on input from the NCI Academy.
- Ensure updated training materials are accepted by the NCI Academy training Section Head or their designated representative.

6.3 LOGFAS course material development

- Performance Requirements:

- Create training materials (Audio/Visual material, and worksheets) to ensure consistency with the latest version of LOGFAS functionality (screenshots and steps).
- Support the development of lesson plans to support the delivery of newly created training materials.
- Ensure updated training materials are accepted by the LOGFAS training Section Head or their designated representative.

6.4 LOGFAS Course Adaptation

- Performance Requirements:

- Review course content and present an adaptation plan to the Section Head.
- Create necessary modules and training materials as agreed with the Section Head.
- Update the course schedule, including reviewing the Course Control Documents and identifying the need for new ELOs or updates to existing ones.
- Create or update lesson plans as required.
- Maintain a record of changes.
- Send the final version of the training materials to the LOGFAS Section Head via email.

6.5 LOGFAS Instructor manual development

- Performance Requirements:

- Develop an instructor manual for each course, including:
 - Introduction with instructor skills summary and best practices.
 - Latest version of presentation.
 - Latest version of lesson plans.
 - List of references and additional training materials.
 - Teaching recommendations and best practices for each lesson.
 - Student FAQs with answers.
 - Course test worksheets, solutions, and supporting materials.

6.6 LOGFAS mentoring

- Performance Requirements:

- Proactively engage with and advise customer staff to ensure value-added to support on-site.

6.7 LOGFAS Instructor Support

- Performance Requirements:

- Prepare and distribute a joining letter.
- Coordinate the event as required by the Section Head.
- Assist guests during the workshop, facilitate discussions, and present topics as directed.
- Document and create minutes of the event.
- Liaise between participants and the Office of Primary Responsibility (OPR) to address participants' needs and requests, ensuring a smooth event experience.

6.8 LOGFAS iterations management

- Performance Requirements:

- Liaise with instructors, CSB, and students to ensure smooth course execution.
- Distribute the MTT questionnaire and perform functionality checks for MTTs.
- Develop the admin instructor.
- Ensure that the course runs in the correct environment.
- Act as first POC in case of any issue with the planning or execution of the iteration.

6.9 Develop an SOP to support the management of course iterations in house and as MTT:

- SOP should be clear and include all required outcome and will have to be approved by the Section Head.

6.10 Course iteration confirmation and cancellation policy

The course iteration will normally be confirmed between 4 and 6 weeks prior to the scheduled iteration. Travel arrangements shall not be made until the course has been confirmed.

If a course is cancelled up to 4 weeks before scheduled iteration, no payment will be provided. If a course is cancelled within 4 weeks of the scheduled iteration, the contractor will be reimbursed for non-refundable travel costs.

7. COORDINATION AND REPORTING

The contractor shall coordinate the scheduling of each training delivered with the Section Head or their designated representative and the Coordination and Support Branch point of contact. Travel arrangements should not be booked until after a course is 'Confirmed' in the Training Management System.

Work on updating the training material should only commence after the Training Section Head has authorised it. The training section head shall have at least two weeks to review and accept the updated training material, prior to it being used for a course iteration.

8. SCHEDULE

It is expected to start providing the services not later than 15th February 2026 and ending not later than 31 December 2027, subject to annual review.

9. CONSTRAINTS

All the documentation delivered under this statement of work shall be based on NCI Agency templates or templates agreed with training Section Head.

All training material shall be stored in the provided NCI Agency tools and are exclusive property of the NCIA.

10. PRACTICAL ARRANGEMENTS

The services provided shall be conducted at the NCI Academy in Oeiras and NATO or National customer's locations in a Mobile Training Team (MTT) format. Any travel under this Contract requires the prior coordination with and approval of the Academy Branch Head.

The contractor shall provide services under the direction and guidance of the Section Head or their designated representative.

The NCI Academy will provide the service contractor with access to the Academy facilities, learning environment and business tools as required.

11. QUALIFICATIONS

a. Qualifications and Experience:

This work requires a LOGFAS instructor with the following qualifications and experience:

1. The candidate has a NATO SECRET security clearance, provided by the national security organization valid at the time of submission of the bid and covering the period of the contract.
2. Fluent in English and must be able to read and write technical and user documentation.
3. Experience in delivery of LOGFAS Fundamental and Data Operator Courses.
4. Experience in update and creating training content.

b. Desirable qualifications and experience

1. Knowledge and experience of working with NCI Agency.
2. Knowledge and experience of working with the NCI Academy.
3. NATO CIS Technical Instructor or equivalent qualification.
4. Knowledge of modern education technologies (e.g. electronic whiteboards, training videos) and authoring tools.
5. Knowledge and experience with NATO Command Structure and NATO Force Structure.
6. Experience with development of technical documentation, training materials and instructional aids.
7. Experience working in an International environment with Military and Civilian elements.

c. Language Proficiency

Level 3 English language skills according to NATO STANAG 6001: Listening (3); Speaking (3); Reading (3); and Writing (3) or according to Common European Framework of Reference for Language level B2-C1/Upper Intermediate-Advanced level).