

NCIA Request for information (RFI) - 07355

NCIA/ACQ/2025/07455
Tuesday, 28 October 2025

To: Industry Partners

**Subject: TOPFAS - TOOLS FOR OPERATIONS PLANNING
FUNCTIONAL AREA SERVICES
07455**

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 the delivery of Tools for Operations Planning Functional Area Services (TOPFAS) training, and to provide SME support to NATO and National HQ as required. To that end, we are issuing the attached Request for Information (RFI) 07455 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-07455@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)

- | | | |
|-------------|---------------------|--------------------|
| 1. Albania | 12. Greece | 23. Poland |
| 2. Belgium | 13. Hungary | 24. Portugal |
| 3. Bulgaria | 14. Iceland | 25. Romania |
| 4. Canada | 15. Italy | 26. Slovakia |
| 5. Croatia | 16. Latvia | 27. Slovenia |
| 6. Czechia | 17. Lithuania | 28. Spain |
| 7. Denmark | 18. Luxembourg | 29. Sweden |
| 8. Estonia | 19. Montenegro | 30. Türkiye |
| 9. Finland | 20. Netherlands | 31. United Kingdom |
| 10. France | 21. North Macedonia | 32. United States |
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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 the delivery of Tools for Operations Planning Functional Area Services (TOPFAS) training, and to provide SME support to NATO and National HQ as required. 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 Tools for Operations Planning Functional Area Services (TOPFAS) training, 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 TOPFAS subject matter experts who can deliver training and provide SME support.

The work shall involve TOPFAS training delivery, iterations management and TOPFAS Usage Mentoring to customers from the NATO Command Structure, NATO Force Structure, NATO member MODs and Partner Nations, as well as testing TOPFAS 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.

2. Submission Instructions

1. Interested parties are invited to respond in accordance with the instructions below:
 - a. Submit responses via the email address in section 6 no later than **12:00 hours Central European Time (CET) on 12 December 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).

3. Industry Engagement (Optional)

- 1. Not Applicable

4. 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.

5. 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.

6. RFI Point of Contact

1. Carlos Martins
2. RFI-07455@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. Skills / Competencies Section

- a. Do you have any "Instructional Skills"?
 - i. NATO CIS Technical Instructor.
 - ii. Methods of CIS Course Development for NATO.
 - iii. Other civilian equivalent.
- b. Do you have any specialised knowledge connected with the TOPFAS suite of software applications?
 - i. 0265 TOPFAS OPT for User.
 - ii. 0266 TOPFAS SAT for User.
 - iii. 0267 TOPFAS CAT for User.
 - iv. 0285 TOPFAS OPT Train the Trainer.
 - v. 0286 TOPFAS SAT Train the Trainer.
 - vi. 0287 TOPFAS CAT Train the Trainer.
 - vii. 0288 TOPFAS for Advanced User-Functional Manager.
- c. Do you have any operational knowledge?
 - i. NATO Comprehensive Operations Planning Course (COPC).
 - ii. NATO Operations Assessment Course.
- d. Do you have any computers skills?
 - i. Basic knowledge with OS Windows.
 - ii. Advance knowledge of MS Office and graphics presentation tools.
- e. Adult learning and training delivery training and mentorship and coaching training?

2. Professional experience Section

- a. Do you have experience working as Analyst, Planners or Assessor?
- b. Have you ever conducted training for at least 10 trainees using computers?
- c. Have you ever been involved in the planning process at work?

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d. Have you ever served as a mentor?

3. Professional credentials Section

- a. Do you possess any security clearance, provided by the national security organization valid at the time of submission?
- b. Do you speak the language to degree 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)?
- c. Do you know TOPFAS Version currently used by NATO countries, including TOPFAS OMT, OPT, SAT, CAT and UMT?
- d. Do you have deep knowledge and experience of NATO's doctrine and standards relevant to Operations Planning (for example NATO Comprehensive Operations Planning Directive (COPD))?
- e. Do you have knowledge and experience with NATO Command Structure and NATO Force Structure?
- f. Do you have experience working in an International environment with Military and Civilian elements?

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 Tools for Operations Planning Functional Area Services (TOPFAS) training, 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 TOPFAS subject matter experts who can deliver training and provide SME support.

The work shall involve TOPFAS training delivery, iterations management and TOPFAS Usage Mentoring to customers from the NATO Command Structure, NATO Force Structure, NATO member MODs and Partner Nations, as well as testing TOPFAS 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.

2. Scope

The Contractor shall provide TOPFAS training delivery, iterations management and TOPFAS Usage Mentoring to customers from the NATO Command Structure, NATO Force Structure, NATO member MODs and Partner Nations, as well as testing TOPFAS software and provide bug reports including, but not limited to:

a. Training Courses

- a. 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 and access to the TOPFAS application.
- b. The portfolio of TOPFAS courses 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](#).
 - i. A0265 – TOPFAS OPT for Users
 - ii. A0266 – TOPFAS SAT for Users
 - iii. A0267 – TOPFAS CAT for Users
- c. Each course delivery iteration shall include preparation and coordination, course delivery and end of training report on the course conduct, results, and recommendations for continuous improvement of the course, in accordance with NCI Academy Standard Operating Procedure ASOP 07.01.10 and TOPFAS Section head D&G.
- d. Instructors can perform three roles:
 - i. Lead Instructor
Lead instructor is responsible for the training (coordination, preparation, tasks assignment for the assistant instructor, delivery and the finalization of the training). Lead instructor needs additional 7.6 hours more for all the management tasks. Lead instructor is able to deliver whole training by themselves independently.
 - ii. Second Instructor
Second instructor has supporting role to the lead instructor. Is

responsible for the delivery of the lessons according to the task assignment by the Lead instructor. Assistant instructor is also responsible as lead instructor for the training delivery and mentoring of the students.

iii. Supporting Instructor

Supporting instructor is a shadow role of the second instructor created for the future instructors to improve their knowledge and skills as a TOPFAS instructors. Is assisting during the course delivery being a part of the delivery team. The assistant instructor can deliver a part of the training with the guidance of the other SME.

b. TOPFAS iterations management

Liaise with instructors, CSB, and students to ensure smooth course execution. Prepare iteration related documentations and act as first POC for any issue related to the TOPFAS iterations.

c. Training Material update

TOPFAS training materials (course handbook, worksheets, lesson plans, and PowerPoint presentations) will be updated by the NCI Academy TOPFAS Section personnel to reflect changes in the TOPFAS system due to the release of new versions/updates (expected twice a year). Additional content shall be developed to cover new functionalities or operational procedures introduced with these updates.

d. TOPFAS mentoring

TOPFAS Mentoring shall be provided at the NCI Academy in Oeiras location or at NATO and National Headquarters. The contractor shall provide mentoring for any of the TOPFAS tools (OPT, SAT, CAT, OMT, UMT) as indicated by the TOPFAS project manager or 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.

3. Objectives

- a. Ensure successful delivery of TOPFAS training iterations at the NCI Academy in Oeiras, online, and as Mobile Training Team (MTT) events.
- b. Provide effective TOPFAS mentoring at the NCI Academy and support customers from the NATO Command Structure, NATO Force Structure, NATO member MODs, and Partner Nations.
- c. Manage TOPFAS iteration delivery both in-house and as Mobile Training Team events.

4. Performance Requirements

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 and access to the TOPFAS application.

The portfolio of TOPFAS courses 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.

- A0265 – TOPFAS OPT for Users
- A0266 – TOPFAS SAT for Users
- A0267 – TOPFAS CAT for Users

Each course delivery iteration shall include preparation and coordination, course delivery and end of training report on the course conduct, results, and recommendations for continuous improvement of the course, in accordance with NCI Academy Standard Operating Procedure ASOP 07.01.10 and TOPFAS Section head D&G.

Instructors can perform three roles:

- Lead Instructor

Lead instructor is responsible for the training (coordination, preparation, tasks assignment for the assistant instructor, delivery and the finalization of the training). Lead instructor needs additional 7.6 hours more for all the management tasks. Lead instructor is able to deliver whole training by themselves independently.

- Second Instructor

Second instructor has supporting role to the lead instructor. Is responsible for the delivery of the lessons according to the task assignment by the Lead instructor. Assistant instructor is also responsible as lead instructor for the training delivery and mentoring of the students.

- Supporting Instructor

Supporting instructor is a shadow role of the second instructor created for the future instructors to improve their knowledge and skills as TOPFAS instructors. Is assisting during the course delivery being a part of the delivery team. The assistant instructor can deliver a part of the training with the guidance of the other SME.

5. Deliverables

The following deliverables are expected for 2026:

#	Deliverable	Duration (hours)	Estimated Qty / iterations	Payment Milestones
1	Courses 0265 or 0266 or 0267 - TOPFAS OPT/SAT/CAT User training delivery as Supporting Instructor at NCI Academy in Oeiras or NATO or National location (MTT) in Europe	60.8	3	upon successful delivery of each iteration
2	Courses 0265 or 0266 or 0267 - TOPFAS OPT/SAT/CAT User training delivery as Second Instructor at NCI Academy in Oeiras or NATO or National location (MTT) in Europe	60.8	5	upon successful delivery of each iteration
3	Courses 0265 or 0266 or 0267 - TOPFAS OPT/SAT/CAT User training delivery as Lead Instructor at NCI Academy in Oeiras or NATO or National location (MTT) in Europe	68.4	1	upon successful delivery of each iteration

Optional Deliverables

The following deliverables are options for 2027,2028,2029,2030:

#	Deliverable	Duration (hours)	Estimated Qty/ iterations	Payment Milestones
1	Courses 0265 or 0266 or 0267 - TOPFAS OPT/SAT/CAT User training delivery as Secondary Instructor at NCI Academy in Oeiras or NATO or National location (MTT) in Europe	60.8	5	upon successful delivery of each iteration
2	Courses 0265 or 0266 or 0267 - TOPFAS OPT/SAT/CAT User training delivery as Secondary Instructor in a NATO or National location (MTT) in Nord America	72.2	3	upon successful delivery of each iteration
3	Courses 0265 or 0266 or 0267 - TOPFAS OPT/SAT/CAT User training delivery as Lead Instructor at NCI Academy in Oeiras or NATO or National location (MTT) in Europe	68.4	5	upon successful delivery of each iteration
4	Courses 0265 or 0266 or 0267 - TOPFAS OPT/SAT/CAT User training delivery as Lead Instructor at NATO or National location (MTT) in North America	76	3	upon successful delivery of each iteration

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

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6. Period of Performance

- a. 2026 with options for 2027-2030.

7. Place of Performance

- a. NCI Academy in Oeiras
- b. NATO or National location (MTT) in Europe
- c. [Optional] NATO or National location (MTT) in Nord America