NCIA/ACQ/2026/07577

03 August 2026

NCIA Request for Information (RFI)

To: **Industry Partners**

Subject: **NATO COMMON PROCUREMENT PLATFORM: SOURCE-TO-CONTRACT, CONTRACT LIFECYCLE MANAGEMENT, AND VENDOR MANAGEMENT CAPABILITIES**
RFI-CO-424390-PIVOT

1. The NATO Communications and Information Agency (NCIA), in coordination with the NATO Digital Transformation programme and relevant NATO entities is conducting market research to understand market capabilities and gather input on potential Commercial Off-The-Shelf (COTS) solutions to support the acquisition of e-procurement capabilities across Source-to-Contract (S2C), Contract Lifecycle Management (CLM), Vendor Management (VM) and associated cross-cutting platform services.
2. The downstream finance-facing Procure-to-Pay (P2P) component (i.e., invoice capture, three-way matching, payments, budget control and commitments, and non-PO spend) is treated as an Enterprise Resource Planning (ERP) Tool dependency and is *out of scope* for this RFI. NCIA welcomes industry feedback on this scoping boundary.
3. **This RFI is issued for planning purposes only and is not a request for bids.** It is part of NCIA's effort to ensure a clear understanding of the marketplace, available capabilities, delivery models, implementation risks and potential acquisition strategies.
4. NCIA values your insight and invites you to share relevant corporate capabilities and experience by responding to the enclosed questions (Annex A), providing a Rough Order of Magnitude (ROM)(Annex B: Part 1), and commenting on the Epic-Outcome Matrix (Annex B: Part 2).
5. Submission instructions and additional details can be found in the enclosure to this RFI.
6. Only companies from a NATO member country can participate in and respond to this RFI (https://www.nato.int/cps/en/natohq/nato_countries.htm).
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:

James Miller
Digitally signed by James Miller
Date: 2026.08.03 17:24:14 +02'00'

James Miller
Contracting Officer

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
11. Germany	**22.** Norway	

2. All NATEXs

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REQUEST FOR INFORMATION

A. Introduction

1. The NCIA, in coordination with the NATO Digital Transformation programme and relevant NATO entities, is conducting market research to identify potential sources and gather information regarding industry capabilities to support the acquisition of an e-procurement solution for various NATO entities.

2. Responses to this RFI will assist in refining requirements, identifying capabilities, and shaping the strategy for any potential future solicitation.

B. Purpose

1. The purpose of this RFI is to gather industry input on how cloud-native COTS solutions, configurations, standard integrations and supporting services can best meet NATO's needs.

2. Responses will assist in:

- Identifying potential solutions that could deliver the target outcomes outlined in the Epic-Outcome Matrix (Annex B: Part 2) and their indicative costs;
- Identifying solutions that are proven and deployed in public procurement settings;
- Validating, challenging or refining the current planning assumptions and requirements;
- Identifying security, hosting, data residency, supplier-access, records-management and accreditation considerations; and,
- Identifying key risks, constraints and alternative packaging, phasing or acquisition options that NCIA and relevant NATO stakeholders should consider in shaping any future solicitation.

C. Background

1. NATO is pursuing digital transformation. Within this context, the digital enablement of sourcing and procurement processes has become a critical focus. Objectives include expedited and streamlined source selection, stronger industry collaboration, improved timeliness of competitive evaluation activities, a user-centric approach from planning to delivery, and performance-based contracting with traceable obligations and outcomes.

2. The following information is provided to give respondents an indication of the scale of the procurement environment when preparing responses to this RFI:

a. The current aggregated annual procurement spend across the entities exceeds EUR 10 billion, including multinational-funded procurement opportunities;

b. Approximately 30,000 procurement transactions and 2,000 procurement opportunities are processed and published annually;

c. 6 NATO entities managing and publishing procurement opportunities with approximately 1,000 staff requiring access;
d. Approximately 5,000 suppliers are registered across the procurement environment.

3. The requirements baseline for this effort has been captured as a structured, persona-based catalogue across the domains of Source-to-Contract (S2C), Contract Lifecycle Management (CLM), Vendor Management (VM), and supporting cross-cutting platform capabilities (PLT). For this RFI, the catalogue has been translated into an Epic-Outcome Matrix (Annex B: Part 2) so that industry can respond at an outcome level that is comparable and traceable.

4. The current planning assumption is that the upstream procurement value chain, encompassing S2C, CLM, VM, and PLT, may be best addressed by a dedicated procurement suite, encompassing S2C, VM and CLM capability (or equivalent combination), integrated with an ERP/Finance backbone, containing downstream finance-facing P2P functions. This RFI seeks industry feedback to validate, challenge or refine that assumption.

5. This RFI is not limited to providers offering a complete end-to-end capability described above. Suppliers are encouraged to respond even if their solution addresses only individual functional areas (e.g. only S2C, CLM, or VM). Respondents should clearly describe the scope of their solution, the capabilities provided, and how their offering integrates with other platforms where relevant.

6. The epics corresponding to each domain are illustrated in the following table:

Domain	Scope summary	In-scope epics
S2C — Source-to-Contract	Identifying and planning procurement needs, engaging the market and running competitive or simplified procedures, up to contract award.	S2C-00 to S2C-06
VM — Vendor Management	Managing the supplier base: onboarding, qualification, master data, vetting, performance and external collaboration with suppliers and Nations.	VM-01, VM-02, VM-03
CLM — Contract Lifecycle Management	Creation, execution, change, dispute and close-out of contracts after award.	CLM-01 to CLM-05
PLT — Platform (cross-cutting)	Shared platform services that underpin S2C, CLM, VM and the procurement-facing components of P2P: documents and templates, collaboration, cross-cutting reporting, integrations, testing, governance, workflow configuration, and security & audit logging.	PLT-01 to PLT-07

**See the Epic-Outcome Matrix (Annex B: Part 2) for a full elaboration of the epics*

D. Submission Instructions

1. Interested parties are invited to respond in accordance with the instructions below:

a. Submit responses via the email address RFI-CO-424390-PIVOT@ncia.nato.int no later than **12:00 hours Central European Time (CET)** on **07 September 2026**.

b. Responses should be submitted in PDF or Word format and must not exceed **12 pages** for the main narrative response. The completed Annex B Excel file is excluded from this page limit. The main narrative response includes:
   - **i.** Responses to Annex A
   - **ii.** Any narrative response to Annex B

   excluding:
   - **i.** Cover page
   - **ii.** Company brochures or product literature (if included)
   - **iii.** Attachments such as past performance references
   - **iv.** Supporting security-assurance artefacts provided in response to Annex A.6

c. Use the following subject line for submission
   - **i.** "Response to RFI-CO-424390-PIVOT – [Company Name]"

d. All responses should address the questions in Annex A and Annex B (Parts 1 and 2).

e. Industry Engagement (Optional)

1. As part of this market research effort, NCIA may invite selected respondents to participate in informational demonstrations (online) or solution overview sessions intended to improve NCIA's and participating NATO entities' understanding of current market capabilities and approaches.

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 NATO internal evaluation purposes, unless otherwise expressly authorised by [insert company name]. This restriction does not limit the NATO'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

RFI-CO-424390-PIVOT@ncia.nato.int

Annex A – Requested Information

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

A.1 Company Information

i. Legal Business Name
ii. Address
iii. Website
iv. Primary Point of Contact
v. Email address
vi. Company size and ownership structure (public/private/subsidiary)
vii. Relevant public-sector, defence, international organisation or regulated-environment references

A.2 Public Sector Procurement Experience

i. Where possible, identify deployments of your solution in an (inter)national public procurement context, with particular focus on NATO countries. Please include:
   1. Country and the exact agency name;
   2. Go-live date and current status;
   3. Modules deployed (e.g., S2C, CLM, etc.);
   4. Scale of deployment (i.e., procurement volumes processed);
   5. Quantified benefits achieved (e.g., % reduction in cycle time, cost savings, user experience satisfaction, etc.); and
   6. Public sector challenges and lessons learned.

A.3 Pricing Model

i. Describe your pricing model, including the commercial metrics used to determine pricing (e.g., subscription, named users, concurrent users, sourcing events, contracts, suppliers, number of entities, procurement spend, modules, transactions, or other applicable measures), and define how these metrics are reflected in your solution;
ii. Where applicable, provide indicative pricing bands, unit costs or pricing ranges for each pricing metric, including any minimum platform or subscription fees;
iii. If your pricing varies by volume, please provide the volume bands or thresholds at which pricing changes and describe the assumptions used.
iv. Describe any implementation, configuration, integration, migration, training or other one-time professional services that are typically required and how these are commercially structured;
v. Describe any volume discounts or multi-year incentives you provide;
vi. Describe any overage charges incurred if volumes are exceeded;
vii. Describe any applicable exit and data portability costs, including any associated notice periods; and
viii. Provide any additional pricing information you think would be pertinent to understanding the solution and planning.

A.4 Technical Capability and Implementation

i. Provide a summary of relevant capabilities, solution modules, and deployment models;
ii. Provide a summary of the solution accessibility features, and mobile capabilities;
iii. Provide a list of key differentiators and recent customer awards or satisfaction metrics for the solution;
iv. Provide a 24–36-month high-level roadmap, with particular focus on enhancements relating to AI, automation, analytics, interoperability and user experience;
v. Describe the AI/ML capabilities provided by the proposed solution and the procurement processes they support (e.g., contract review, vendor risk scoring, demand forecasting, risk prediction, chatbots, contract term extraction, sourcing recommendations). Outline how AI capabilities are deployed and secured, including relevant controls over the use of customer data, model transparency, and human oversight. Identify any dependencies on public or third-party Large Language Models (LLM) services and describe whether the solution supports integration with customer-managed or on-premises AI/LLM platforms via standard APIs, including the ability to leverage organization-specific or security-accredited AI models;
vi. Describe the solution's maintainability and release cadence, how configuration and extensions are kept "upgrade-safe", and the customer control or advance notice provided for significant changes;
vii. Describe the solution's standard availability, resilience, disaster-recovery, performance and scalability posture, include typical uptime/SLA levels, RTO/RPO, backup/restore, DR testing, scalability, and any sizing dependencies for a multi-entity, supplier-facing deployment;
viii. Provide a list of pre-built connectors and APIs, and describe identity-integration and secure-connectivity options, including SSO and, where available, dedicated site-to-site (S2S) VPNs or equivalent private connectivity;
ix. Describe the typical implementation timeline, key implementation assumptions and principal dependencies on customer-side resources, data, systems and governance decisions. Provide the typical buyer-side effort multiplier you observe in comparable deployments (e.g., buyer-side internal effort is typically 1.5-2.0x vendor effort over the programme lifetime);
x. Describe your training approach (e.g., in-person, online, etc.), user adoption and post-go-live support model (e.g., OEM-/affiliate-provided support, etc.); and,
xi. Provide any additional technical information you think would be pertinent to understanding your solution and planning.

A.5 Multi-Agency Support Framework

i. Describe how the solution supports multiple procurement entities operating under separate governance frameworks;

ii. Describe how the solution accommodates multiple procurement policies, approval workflows, thresholds, evaluation methodologies and compliance framework;
iii. Describe how the solution supports organizational segregation while also enabling collaboration across different participating entities;
iv. Describe how the solution supports information segregation and access control across multiple security domains, organizations, programmes and participating nations;
v. Describe how the integration of finance, logistics and procurement systems will operate across multiple organizations;
vi. Describe possible reporting and analytics capabilities that would offer oversight by multiple stakeholder groups with differing access rights and reporting requirements;
vii. Describe mechanisms supporting data ownership, data segregation and lifecycle management across participating organizations.

A.6 Security, Data Sovereignty and SaaS Assurance

i. Describe hosting, data sovereignty and tenancy - jurisdictions and locations where data is processed, stored and backed up, including primary, backup and disaster-recovery regions; whether data can be restricted to NATO member-country jurisdictions; relevant subprocessors; the single- or shared-tenant model and tenancy-isolation mechanisms; and how applicable data-protection requirements are met;
ii. Provide a summary of relevant security certifications (e.g., FEDRAMP/NIST, CSA CCM and CAIQ, OWASP ASVS, SOC 2 Type 2 and SOC 1, ISO/IEC 27001 and ISO 22301, etc.) and data-residency options;
iii. Describe the extent to which the solution has undergone independent testing and accreditation, including whether detailed reports can be shared with NATO during due diligence or accreditation, subject to confidentiality, and any limits on sharing; and,
iv. Describe your operational security arrangements, including security monitoring, logging, vulnerability and incident management.

A.7 Exit and Data Portability

i. Describe your approach to supporting customer exit and transition to another solution or service provider, including governance, planning, customer and supplier responsibilities, knowledge transfer and indicative timelines;
ii. Describe the data, documents, metadata, audit history, configurations and workflow definitions that can be exported at contract termination. Identify available export formats, APIs, tooling and any limitations or dependencies;
iii. Describe how integrations, reports, templates and custom configurations can be transferred, recreated or documented to support migration; and,
iv. Identify any technical constraints, proprietary components or dependencies that customers should consider when planning an exit.

A.8 Questions, Concerns and Mitigation Recommendations

i. Identify questions, concerns, barriers and mitigation recommendations, including suggestions for enhancing competition (e.g., modularisation, open standards, exit provisions, lotting strategy).
ii. If you believe alternative architectures or product combinations would better meet the objectives, describe them briefly and explain trade-offs.
iii. If you disagree with the proposed ERP/finance boundary or interface under consideration, please explain. Indicate how budget control, commitments, invoicing, payments, cost recovery and customer/nation billing should be split between the procurement platform and ERP/finance systems, and which capabilities should be procurement-facing, ERP-owned or jointly integrated in a multi-entity NATO context.

Annex B – Part 1: ROM and Part 2: Epic-Outcome Matrix

The responses to this annex are intended to be captured in the enclosed Excel file. The file contains two worksheets, one per part:

- Part 1: Rough Order of Magnitude (ROM)
- Part 2: Epic-Outcome Matrix

Please refer to the top-left of each worksheet for associated instructions and disclaimers.

RFI - Part 1: Rough Order of Magnitude (ROM)

Please complete the table contained in this part.

Please note all cells, except for those requiring vendor input, have been locked to editing.

Cost Element	Cost in Year 1 (in EUR)	Cost (in EUR) in Years 2-5 (Annual Average)	Comments/Assumptions
Software / Subscriptions (Core Platform)			Please Describe
Implementation (incl. integration and migration)			Please Describe
Operations, Support, and Maintenance			Please Describe
Change Management and Training Delivery (Vendor-Provided)			Please Describe
Optional Add-On Costs (i.e., supplementary packages)			Please Describe

RFI - Part 2: Epic-Outcome Matrix

Please complete columns G to J of the table contained in this part.

You may provide responses only for the components or functional areas relevant to your solution. Where responding to only part of this matrix, you should complete the applicable user stories and provide comments under the relevant epics,

The order in which the epics are listed is not intended to pre-empt final procurement scope, contract structure or implementation order.

Please note all cells, except for those requiring vendor input, have been locked to editing.

Capability domain	Epic code	Epic name	Business purpose	Target outcomes	Must-support capabilities	Dependencies/Integrations	Risks/Assumptions	Implementation Type	Comments
S2C	S2C-00	Intake & Procurement Planning	Provide a controlled, user-friendly entry point for procurement demand, planning, requisition initiation and pre-sourcing acrivites, so that the right sourcing route is selected before significant effort is committed.	- Procurement demand is captured through guided intake that takes users from business need to a complete, approved procurement request. - Pre-sourcing decisions on route-to-market, templates, categories and supporting artefacts are made consistently using request type, value and urgency. - Technical, procurement, financial and budget approvals are routed to the right decision-makers, with transparent status, audit evidence and timely escalation. - Procurement plans, pipelines and demand consolidation give management forward visibility of upcoming sourcing actions. - Early procurement records form a traceable foundation that feeds downstream solicitation, contract and financial processes.	- Guided intake and requisition creation - Completeness, duplicate and category checks - Approval routing - ERP PR and budget validation hooks - Procurement planning and pipeline visibility - Functionality to track timelines to measure KPIs	- Describe any dependencies/integrations you foresee to implement your solution.	- Describe any risks identified or assumptions made that relate to the implementation of the proposed solution.		- Describe how your solution facilitates the listed target outcomes, including where it may fall short and how you would address this.
S2C	S2C-01	Market Strategy & Early Industry Engagement	Improve early market understanding and sourcing strategy formation before formal competition, while preserving transparency, fairness and auditability of pre-competitive engagement.	- Procurement teams develop sourcing and category strategies using structured market intelligence, supplier insights and lessons learned. - Early industry engagement and pre-competitive activities are planned, recorded and governed in a way that supports transparency and future auditability. - Non-competitive and pre-competitive engagement is distinguished and controlled in line with applicable policy and access rules. - Market findings and strategic options are reusable when shaping solicitation packages and route-to-market decisions. - Stakeholders can compare sourcing approaches, risks and timelines before committing to a procurement strategy.	- Market and category strategy workspace - Industry event, market intelligence and supplier insight capture - Pre-competitive engagement logs and evidence - Strategy and route-to-market decision support - Reuse of strategy artefacts into solicitations	- Describe any dependencies/integrations you foresee to implement your solution.	- Describe any risks identified or assumptions made that relate to the implementation of the proposed solution.		- Describe how your solution facilitates the listed target outcomes, including where it may fall short and how you would address this.
S2C	S2C-02	RFI & Market Survey Execution	Run Requests for Information and market surveys consistently, so that industry input is gathered, analysed and reused for downstream sourcing decisions.	- RFIs and market surveys are prepared, approved, issued and managed through a controlled, repeatable workflow. - Industry responses are collected in structured formats that support comparison, analysis and evidence-based sourcing decisions. - Clarifications, Q&A and supplier communications are fully traceable to the relevant RFI or survey activity. - Results can be summarised and reused to refine requirements, acquisition strategy and future solicitation documents. - Market-feedback records are retained with sufficient transparency to support internal review and audit.	- RFI and market-survey preparation and publication - Structured response collection from industry - Q&A and communications management - Response analysis, comparison and export - Traceability to subsequent sourcing events	- Describe any dependencies/integrations you foresee to implement your solution.	- Describe any risks identified or assumptions made that relate to the implementation of the proposed solution.		- Describe how your solution facilitates the listed target outcomes, including where it may fall short and how you would address this.
S2C	S2C-03	Solicitation Design & Configuration	Create high-quality solicitation packages using controlled templates, evaluation criteria, supporting documents and approvals before publication to industry.	- Solicitation packages are assembled from approved templates, clauses, evaluation criteria and supporting documents. - Requirements, lots, line items, response formats and evaluation structures are configured consistently across sourcing events. - Internal reviews by procurement, technical, legal, finance and governance stakeholders occur through controlled workflows before publication. - Solicitation content remains linked to the underlying intake, planning and approval records for end-to-end traceability. - Changes to solicitation packages are versioned, approved and auditable before release to suppliers.	- Solicitation package authoring - Templates, clauses and reusable content - Lots, line items and response forms - Pricing and currency configuration - Evaluation criteria configuration - Approval workflow and version control	- Describe any dependencies/integrations you foresee to implement your solution.	- Describe any risks identified or assumptions made that relate to the implementation of the proposed solution.		- Describe how your solution facilitates the listed target outcomes, including where it may fall short and how you would address this.
S2C	S2C-04	Tender Publication & Bid Management	Publish tender opportunities and manage the live bidding process in a transparent, secure and supplier-friendly way.	- Approved tenders are published to the relevant supplier or industry channels with controlled access and clear submission requirements. - Approved tenders can be published to configurable pools based on supplier- or requirement-specific characteristics. - Suppliers can submit bids securely, on time and in the required structured format, including specified tender currency. - Clarifications, amendments, Q&A and supplier notifications are managed consistently and auditable throughout the bidding period. - Suppliers can submit F10pre-award complaints and procurement teams can manage their review, communication and resolution through an auditable process. - Bid receipt, opening and compliance checks are controlled to protect confidentiality, fairness and integrity of competition. - Procurement teams have visibility of tender status, supplier participation and submission completeness before evaluation begins.	- Tender publication and distribution - Separate publication options for restricted and limited competitions - Supplier access and bid submission - Q&A, clarifications and amendments - Pre-award complaints management - Deadline management and notifications - Bid opening, receipt and compliance traceability	- Describe any dependencies/integrations you foresee to implement your solution.	- Describe any risks identified or assumptions made that relate to the implementation of the proposed solution.		- Describe how your solution facilitates the listed target outcomes, including where it may fall short and how you would address this.
S2C	S2C-05	Offer Evaluation & Contract Award	Enable consistent offer evaluation, award recommendation and award decision traceability from bid receipt through contract handover.	- Evaluation teams assess offers consistently against defined technical, commercial, financial and compliance criteria. - Scoring, moderation, consensus, clarifications and evaluator comments are captured in a controlled and auditable record. - Commercial, technical, legal and financial inputs are consolidated into a defensible award recommendation. - Pre-award supplier complaints relating to evaluation, exclusion or award decisions are managed through a controlled, auditable review and resolution process prior to contract award. - Award decisions remain traceable to the solicitation, bidder responses, evaluation evidence, approvals and bidder communications. - Structured award data is handed over to contract creation and downstream ERP/back-office processes with validation and audit trail.	- Evaluation team and role setup - Scoring, moderation and consensus - Clarifications and full evaluation audit trail - Award recommendation and approval - Pre-award complaints management - Structured award handover to CLM and ERP	- Describe any dependencies/integrations you foresee to implement your solution.	- Describe any risks identified or assumptions made that relate to the implementation of the proposed solution.		- Describe how your solution facilitates the listed target outcomes, including where it may fall short and how you would address this.
S2C	S2C-06	Catalogue & Framework Content Management	Manage catalogue and framework content so that compliant repeat purchasing and call-offs are executed from approved sources.	- Catalogue and framework content is created, approved, maintained and retired under clear governance. - Users can search and select approved goods and services while respecting scope, pricing, eligibility and call-off rules. - Repeat purchasing and call-offs are accelerated through reusable, compliant catalogue and framework content. - Catalogue, framework and supplier-content updates are versioned and auditable. - Catalogue and framework usage data supports visibility of demand, compliance and supplier performance.	- Catalogue and framework content management - Approval and lifecycle of catalogue items - Search, browse and item selection - Pricing and validity controls - Traceability to vendor master and contracts	- Describe any dependencies/integrations you foresee to implement your solution.	- Describe any risks identified or assumptions made that relate to the implementation of the proposed solution.		- Describe how your solution facilitates the listed target outcomes, including where it may fall short and how you would address this.
VM	VM-01	Supplier Onboarding & Vendor Master Data	Create a reliable supplier onboarding and vendor master data foundation that is used by all sourcing, contracting and downstream financial processes.	- Suppliers can register, update and maintain required onboarding information through a controlled, user-friendly process. - Vendor master data is validated, de-duplicated, approved and maintained as an authoritative record for sourcing, contracting and finance. - Risk, compliance, banking, tax and organisational attributes are captured, validated and, where applicable, screened against configured watchlists or compliance sources, with appropriate evidence and approval controls.E15 - Supplier lifecycle changes are routed to the right owners and synchronised with downstream systems where required. - Procurement and finance users rely on consistent supplier data for sourcing events, contracts, POs, invoices and reporting.	- Supplier self-registration and onboarding - Vendor data validation and de-duplication - Approval workflows and exception handling - Risk, vetting and compliance attributes with evidence - Master-data synchronisation with ERP and finance - Integration with market intelligence tools	- Describe any dependencies/integrations you foresee to implement your solution.	- Describe any risks identified or assumptions made that relate to the implementation of the proposed solution.		- Describe how your solution facilitates the listed target outcomes, including where it may fall short and how you would address this.
VM	VM-02	Supplier Performance Management & Development	Monitor and develop supplier performance using structured evidence from sourcing, contract execution and stakeholder feedback.	- Supplier performance is measured consistently against contractual KPIs, obligations, delivery evidence and stakeholder feedback. - Supplier scorecards, trends and issue histories provide a transparent view of performance, risk and improvement needs. - Performance reviews and development actions are planned, recorded and followed up with accountable owners. - Supplier performance information informs sourcing strategies, award decisions, renewals and corrective actions. - Performance data remains traceable to contracts, deliverables, incidents and supplier records.	- Supplier scorecards and rating views - KPI and SLA tracking - Performance feedback collection - Issue and corrective-action tracking - Links to contracts, receipts and sourcing history	- Describe any dependencies/integrations you foresee to implement your solution.	- Describe any risks identified or assumptions made that relate to the implementation of the proposed solution.		- Describe how your solution facilitates the listed target outcomes, including where it may fall short and how you would address this.
VM	VM-03	Supplier & Nations Portal (Opportunities & Collaboration)	Provide a structured supplier-and-Nations collaboration channel for opportunities, information exchange and ongoing market engagement, with controlled access and full auditability of external interactions.	- Suppliers, Nations and relevant external stakeholders access appropriate opportunity and collaboration information through controlled channels. - External interactions preserve transparency, role-based access and full auditability of communications and decisions. - Opportunity-related communications are connected to the underlying sourcing, market-engagement, supplier or contract records. - Suppliers can maintain relevant profile, capability and collaboration information where authorised. - Portal activity supports better industry collaboration while protecting sensitive procurement and supplier information.	- Supplier and Nations portal content - Opportunity visibility and notifications - External user access and onboarding - Controlled collaboration and communication - Links to sourcing and vendor records	- Describe any dependencies/integrations you foresee to implement your solution.	- Describe any risks identified or assumptions made that relate to the implementation of the proposed solution.		- Describe how your solution facilitates the listed target outcomes, including where it may fall short and how you would address this.
CLM	CLM-01	Contract Creation & Registry	Create and maintain an authoritative contract record carrying forward award outputs into structured contract execution.	- Contract records are created from award outputs with key documents, metadata, line items and ownership carried forward. - Contracts are maintained in a searchable, authoritative registry with current status, responsibilities and key dates. - Contract metadata supports reporting, obligations tracking, renewals, amendments, close-out and downstream financial integration. - Documents, versions and approvals remain traceable from award through contract execution. - Users can distinguish active, amended, expired, terminated and closed contracts through governed status management.	- Contract creation from award - Contract registry and metadata - Document and version control - E-signature/counter-signature integration where applicable - Interface to vendor, award and ERP objects	- Describe any dependencies/integrations you foresee to implement your solution.	- Describe any risks identified or assumptions made that relate to the implementation of the proposed solution.		- Describe how your solution facilitates the listed target outcomes, including where it may fall short and how you would address this.
CLM	CLM-02	Contract Execution, Obligations & Performance	Manage contract execution by tracking obligations, deliverables, milestones, service acceptance and performance evidence, coordinated with downstream P2P receiving and finance.	- Contractual obligations, milestones, deliverables, KPIs and service levels are configured, assigned and monitored during execution. - Responsible users receive alerts, tasks and escalation routes for upcoming, overdue, disputed or at-risk obligations. - Delivery and service-acceptance evidence is captured against the relevant contract, PO, line item or milestone, with a clear boundary to P2P receiving/service entry where evidence is operationally captured. - Contract performance information links to supplier performance, invoice matching, renewals and management reporting. - Execution changes, exceptions, disputes and performance records are retained in an auditable contract history.	- Obligation and milestone tracking - KPI/SLA and performance monitoring - Delivery and acceptance evidence capture - Alerts and exception workflows - Dashboards and interfaces to VM and ERP	- Describe any dependencies/integrations you foresee to implement your solution.	- Describe any risks identified or assumptions made that relate to the implementation of the proposed solution.		- Describe how your solution facilitates the listed target outcomes, including where it may fall short and how you would address this.
CLM	CLM-03	Contract Renewal & Amendment Management	Control contract renewals, amendments, extensions and variations with traceable approvals and structured impact analysis.	- Renewal, expiry, extension and amendment windows are monitored proactively so that responsible users can act before deadlines are missed. - Contract changes are initiated, assessed, approved and recorded through governed workflows. - Financial, scope, schedule, supplier and performance impacts are visible before renewal or amendment approval. - Approved amendments and renewals update the contract record, obligations and downstream references where required. - Renewal and amendment decisions remain traceable to evidence, approvals, communications and policy controls.	- Renewal and expiry alerts - Amendment and variation workflows - Impact assessment (scope, financial, schedule) - Version comparison and history - Approval and downstream update controls	- Describe any dependencies/integrations you foresee to implement your solution.	- Describe any risks identified or assumptions made that relate to the implementation of the proposed solution.		- Describe how your solution facilitates the listed target outcomes, including where it may fall short and how you would address this.
CLM	CLM-04	Contract Claims & Dispute Management	Manage claims and disputes under contracts through structured evidence, workflows and legal/financial oversight.	- Claims, disputes and formal contract issues are registered against the relevant contract, deliverable, supplier and event history. - Evidence, correspondence, internal notes, decisions and status changes are stored in a single auditable record. - Legal, financial, procurement and contract-management stakeholders collaborate through controlled workflows and access rules. - Commercial, schedule and performance impacts of claims/disputes are tracked and reported until resolution. - Lessons learned from claims and disputes inform supplier performance, risk management and future sourcing decisions.	- Claim and dispute registration - Evidence and correspondence management - Workflow and status tracking - Legal and financial oversight - Interface to contract, supplier and performance records	- Describe any dependencies/integrations you foresee to implement your solution.	- Describe any risks identified or assumptions made that relate to the implementation of the proposed solution.		- Describe how your solution facilitates the listed target outcomes, including where it may fall short and how you would address this.
CLM	CLM-05	Contract Close-out & Termination	Close contracts and related obligations in a controlled way once delivery, invoices, payments and records are complete.	- Contract close-out readiness is assessed against obligations, deliverables, receipts, invoices, payments, claims and open actions. - Close-out and termination activities are managed through controlled checklists, approvals and evidence capture. - Outstanding financial, legal, operational or supplier issues are identified before final closure is confirmed. - Closed and terminated contracts retain complete records for audit, reporting, lessons learned and future reference. - Contract close-out status is coordinated with downstream ERP/finance closure where required.	- Close-out checklist and workflow - Completion validation against obligations - Open issue and financial-status checks - Archive and final record management - ERP/PO closure references	- Describe any dependencies/integrations you foresee to implement your solution.	- Describe any risks identified or assumptions made that relate to the implementation of the proposed solution.		- Describe how your solution facilitates the listed target outcomes, including where it may fall short and how you would address this.
PLT	PLT-01	Shared Documents, Templates & Clause Libraries	Provide governed shared documents, templates and clause libraries that standardise procurement and contract content across the platform.	- Centrally governed template, clause and document libraries are maintained for solicitations, contracts, correspondence and evaluations. - Sourcing and contracting cycles are accelerated through reusable content, guided document assembly and standardised language. - Templates, clauses and supporting documents are maintained, versioned, baselined, reviewed and approved through controlled workflows. - Users find and reuse the right content while preserving mandatory legal, procurement and governance language. - Key documents support controlled e-signature integration.	- Template and clause libraries - Version and approval control - Document assembly - Metadata and search - Links to sourcing and CLM records	- Describe any dependencies/integrations you foresee to implement your solution.	- Describe any risks identified or assumptions made that relate to the implementation of the proposed solution.		- Describe how your solution facilitates the listed target outcomes, including where it may fall short and how you would address this.
PLT	PLT-02	Collaboration & Communications Support	Enable secure collaboration and communications across internal users, suppliers and external stakeholders throughout the procurement lifecycle.	- Structured collaboration and Q&A capabilities support RFx, contract, supplier-management, market-engagement activities, and performance-review activities. - Internal collaboration is clearly separated from external supplier or stakeholder communication through role-based access and retention rules. - Notifications, alerts and reminders are configurable across email, in-application messaging and portals. - Contextual comments, discussions and decisions are linked to procurement, contract, supplier and performance records. - Collaboration and communication records remain auditable and aligned with centrally managed permissions.	- Internal collaboration - Supplier and external communications - Notifications and discussion threads - Q&A and clarification support - Audit trail and retention	- Describe any dependencies/integrations you foresee to implement your solution.	- Describe any risks identified or assumptions made that relate to the implementation of the proposed solution.		- Describe how your solution facilitates the listed target outcomes, including where it may fall short and how you would address this.
PLT	PLT-03	Cross-cutting Reporting & Analytics	Provide cross-cutting reporting and analytics that make procurement pipeline, competition, contract performance and management controls visible.	- Dashboards and analytics provide visibility across S2C, CLM, VM and P2P, not just individual transactions. - Management monitors pipeline, workload, competition, delegated-authority use, contract performance, supplier performance, risk and compliance. - Users can drill from summary analytics into underlying sourcing, contract, supplier, invoice or process records where authorised. - Self-service, scheduled and audit-oriented reporting is configured without losing data lineage or access control. - Reporting outputs support operational decision-making, governance oversight and continuous performance improvement.	- Operational dashboards - Pipeline and workload reporting - Competition and award analytics - Contract and supplier-performance reporting - Export, drill-down and auditability - Claims reporting	- Describe any dependencies/integrations you foresee to implement your solution.	- Describe any risks identified or assumptions made that relate to the implementation of the proposed solution.		- Describe how your solution facilitates the listed target outcomes, including where it may fall short and how you would address this.

PLT	PLT-04	Integrations & Shared Reference Data	Integrate procurement capabilities with shared reference data, ERP/EBA, finance, identity and other enterprise systems, preserving data consistency and clear system-of-record boundaries end-to-end.	- Procurement capabilities integrate with ERP/EBA, goods receipt, invoice, finance and other enterprise processes to support end-to-end Source-to-Pay. - Supplier, contract, procurement and reference data are synchronised across systems while minimising duplication and unclear ownership. - Shared reference data (users, organisations, cost centres, projects, categories and financial hierarchies) remains consistent across systems with clear system-of-record boundaries. - Scalable, secure integration patterns support APIs, event-based integration, batch processing and controlled exports. - Integration monitoring, error handling, retry and reconciliation preserve data quality and operational continuity.	- APIs, events and controlled exports - Reference data synchronisation - Error/retry and reconciliation handling - System-of-record governance - Integration monitoring and logs	- Describe any dependencies/integrations you foresee to implement your solution.	- Describe any risks identified or assumptions made that relate to the implementation of the proposed solution.		- Describe how your solution facilitates the listed target outcomes, including where it may fall short and how you would address this.
PLT	PLT-05	Testing, Release Readiness & Change Validation	Support controlled testing, release readiness and change validation so that new configurations, workflows and integrations can be introduced without disrupting live operations.	- Non-production environments and controlled testing capabilities support workflows, integrations, configurations and new modules before release. - Phased rollouts, pilot deployments and release-readiness checks allow new capabilities to be validated before broad adoption. - Regression testing and change validation reduce the risk that new releases disrupt existing procurement, contract or finance processes. - Operational changes can be measured against baseline process performance and user feedback before full deployment. - Rollback, recovery and change traceability minimise operational disruption and support auditability of release decisions. - Post go-live support.	- Non-production and test environments - Workflow, configuration and integration testing - Regression testing and release-readiness controls - Pilot deployment and user-feedback capture - Rollback, recovery and change traceability	- Describe any dependencies/integrations you foresee to implement your solution.	- Describe any risks identified or assumptions made that relate to the implementation of the proposed solution.		- Describe how your solution facilitates the listed target outcomes, including where it may fall short and how you would address this.
PLT	PLT-06	Governance, Controls & Workflow Configuration	Configure governance, approvals, controls and workflow rules so that procurement processes remain compliant without hard-coded customisation.	- Approval matrices, delegations of authority, thresholds and workflow rules are configured across sourcing, contracting, and supplier processes. - Segregation of duties and embedded compliance controls are enforced throughout end-to-end workflows. - Mandatory review and approval checkpoints are configurable for finance, legal, security, commercial and governance stakeholders. - Workflow variants and exceptions are managed without hard-coded customisation while preserving standard process controls. - Approvals, decisions, exceptions, delegations and workflow actions remain fully traceable for audit and oversight.	- Workflow configuration - Approval and delegation rules - Gate and threshold controls - Segregation of duties - Audit and change history	- Describe any dependencies/integrations you foresee to implement your solution.	- Describe any risks identified or assumptions made that relate to the implementation of the proposed solution.		- Describe how your solution facilitates the listed target outcomes, including where it may fall short and how you would address this.
PLT	PLT-07	Security, Access Control & Audit Logging	Protect procurement data and processes through role-based access, secure external access and comprehensive audit logging.	- Enterprise identity integration supports Single Sign-On, federated identity and directory services for internal and external users. - Role-based and attribute-based access controls are configurable across procurement, finance, legal, security, supplier and operational user groups. - Record-level and field-level security protects commercially sensitive, financial, contractual and supplier information. - Comprehensive audit logging captures user access, configuration changes, approvals and transactional activity. - Security monitoring, compliance reporting and incident investigation are supported through searchable and retained audit data.	- Role-based access control - External user security - Segregation of duties - Audit logs and retention - Security reporting	- Describe any dependencies/integrations you foresee to implement your solution.	- Describe any risks identified or assumptions made that relate to the implementation of the proposed solution.		- Describe how your solution facilitates the listed target outcomes, including where it may fall short and how you would address this.