

NCIA Request for Information (RFI)



RFI-07803-ACAD

**NCI Academy's
Industry Learning Partner**

NCIA/ACQ/2026/07803
Monday, 12 October 2026

NCIA Request for Information (RFI)

To: **Industry Partners**

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 by Design, Learning Solution Development and Digital Adoption**. To that end, we are issuing the attached Request for Information (RFI) **RFI-07803-ACAD** 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 Sven Schumacher (Mr.) at RFI-07803-ACAD@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.
8. In accordance with the NATO Management of Non-Classified NATO Information policy (internal NATO reference: C-M(2002)60), this RFI shall not be published on the internet.

For the Chief of Acquisition:

Sven

Schumacher



Digitally signed by Sven
Schumacher
Date: 2026.10.10
16:45:08 +01'00'

Sven Schumacher (Mr.)
Senior Contracting Officer

Enclosure:

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

Distribution List

1. NATO Delegation (Attn: Infrastructure Adviser)

- | | | |
|-------------|---------------------|--------------------|
| 1. Albania | 12. Greece | 23. Poland |
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| 5. Croatia | 16. Latvia | 27. Slovenia |
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| 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 NATO Communications and Information Agency (NCIA) is conducting market research to identify potential sources and gather information regarding industry capabilities to support the NCI Academy scale training development, digital learning and digital adoption for new NATO capabilities. 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. The assumptions below are meant to be challenged, not to be complied with.

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. **Who we are.** The NATO Communications and Information Agency (NCIA) delivers secure, interoperable communications and information systems to the Alliance. The NATO Communications and Information (NCI) Academy is part of NCIA and delivers learning solutions in the communications and information domain: resident training in Oeiras (Portugal), deployed training at operational sites, live online training and digital self-paced learning. The Digital Adoption Group, based in The Hague, helps NATO users apply new digital capabilities in their daily work.
2. **About this RFI:** This RFI is a market-learning exercise, not a statement of requirements. NCIA is testing a set of assumptions about how an external Industry Learning Partner could help the NCI Academy, and asks industry to tell us which assumptions are unnecessary, commercially unviable or unlikely to deliver the intended results.
3. **What we are exploring.** Whether, and in what form, industry can help scale and accelerate three kinds of work:
 - a. Training by Design: turning vendor-delivered training for new IT capabilities into NATO role-specific training
 - b. Learning solution development: developing (digital) learning solutions
 - c. Digital adoption: ensure that users fully learn, integrate, and consistently use new digital tools and software to their maximum potential
4. **Note:** We call the supplier for all these three services the 'Industry Learning Partner'. It is a working label, not a decided contract structure.

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 02 November 2026**.
 - b. Responses should be submitted in PDF, Word or Excel (Annex C) 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-07803-ACAD – [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 Requirements.
- f. Respondents are encouraged to provide their responses using the Questionnaire at [Annex C](#).

E. Industry Engagement

1. The NCI Academy will host a workshop entitled “Shaping Future Learning and Training” at [NATO EDGE 26](#), 17-19 November 2026, Fuar Izmir, Türkiye.

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. Sven Schumacher (Mr.)
2. RFI-07803-ACAD@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 Requirements (Annex B);
- ii. Responses to the following RFI Questions:

Q1 Appetite and barriers to participation

- 1. If a competitive solicitation is launched, would your organisation be interested in bidding for these services, either in whole or in part?
- 2. Which conditions would prevent you from participating, require you to partner, or materially increase your price?
- 3. What alternatives would still preserve NCIA's fundamental needs (See also Annex B Section 3)?

Q2 Scope and division into the three domains

- 1. Which of the three domains (Training by Design, Digital Learning Solution Development, Digital Adoption) could you deliver directly, through partners, or as separate services?
- 2. Where would integrated provision create demonstrable value, and where would separate procurement be preferable?
- 3. If NCIA procured the domains separately, what would you expect to gain or lose in price, quality and coordination?

Q3 Operating model

- 1. Which parts of the illustrative operating model in Annex B Section 5 may not work in practice?
- 2. Which activities would you retain, combine, automate, replace or omit, and how would your approach deliver equivalent or better outcomes and assurance?
- 3. Which responsibilities and approval rights must remain with NCIA, and what are the consequences if NCIA inputs (SME time, reviews, approvals, access to systems) are delayed or unavailable?
- 4. Which activities need people on NATO premises, and which could be done in a hybrid or remote way within security rules?

Q4 Demand uncertainty, capacity and delivery timelines

- 1. How do you manage uncertain volumes, concurrent projects and crisis-related surges?
- 2. What demand information would you need from NCIA, and what timelines and capacity limits do you apply?

3. What commercial model would best support these services under uncertain demand (for example, a framework with call-offs, fixed price per output, capacity-based, time and materials, or a mix), and why?
4. What is the smallest and largest volume of work that would make this attractive to you?

Q5 Independence, security and ownership

1. The Learning Partner will oversee and review the training deliverables of the Industry Technical Partner. In your view, should companies that supply IT systems to NATO be eligible to bid in a competition to select a Learning Partner? If so, what specific safeguards against conflicts of interest would you recommend?
2. Some work may involve classified information. How would clearance and equipment conditions affect your staffing, cost and decision to participate in a future solicitation?
3. NATO expects to own learning content and source files. Does this affect your price, tools or willingness to participate, and is there an alternative that still lets NATO maintain and reuse the content?

Q6 Digital adoption

1. What approaches and tools have delivered measurable adoption outcomes in large, complex organisations, and how were they measured?
2. If you propose a digital adoption platform, what use cases, benefits, integration and security needs, lifecycle costs and indicative price would you expect?
3. Is a limited pilot with measurable success criteria the right way to start? What would the criteria be?

Q7 Anything else.

1. What have we not asked that would change your view of this potential future opportunity?

- 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

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

1. The Need

NATO is fielding more and more complex IT capabilities, funded through the NATO Security Investment Programme (NSIP), the Military Budget and other sources. A capability is only effective if the people who use it are trained, and the Academy's capacity to prepare that training has not grown at the same pace.

2. Where the gap sits today

The industry partner that delivers a new IT capability (the "Industry Technical Partner") provides *Initial* training, which transfers basic expertise about the system to NCIA and Academy staff. It is not tailored to the roles and jobs of NATO personnel. The Academy must adapt it into NATO role-specific *Follow-on* training that it then maintains over the capability's life. A limited number of Academy staff, based in Oeiras, The Hague and Mons, do this work, alongside a separate small team that drives digital adoption in The Hague.

The table sets out what we know and what we still need to quantify. Industry is asked to say which of these figures it would need in order to price and staff the services (see Question D).

Dimension	What we can say now	What we will share before or at the workshop
Current performance gap	Follow-on training for new capabilities is produced by a limited number of Academy staff.	Measurable gap, e.g. average lag between fielding and Follow-on availability, backlog size
Affected users	NATO personnel in the Command Structure, NCIA and NATO Agencies who operate and support new capabilities, plus Academy instructors and staff.	Indicative number of learners per year, by category; number of target audiences per capability
Indicative demand: Training by Design	Linked to the NATO capability project pipeline.	Number of capabilities entering Follow-on development per year over the next 3–5 years; typical size (course days, modules) per capability; peak concurrency
Indicative demand: Development of Digital Learning solutions	Any requirement from an Academy customer, not tied to a new capability.	Number of modules per year, typical size, current backlog, current in-house throughput
Indicative demand: Digital adoption	Today delivered by a small dedicated NCIA team.	Number of adoption initiatives per year, user populations in scope, current coverage
Timelines	Training must be ready before a capability goes live. A future solicitation is planned for Q1/Q2 2027	Target start of services, expected contract duration, crisis-surge scenarios the Academy must be able to absorb

3. Desired outcomes

We describe the results we want, not the activities that produce them. Industry is invited to propose how to reach them differently, and to say which outcomes are unrealistic or conflict with each other. This is what we want to achieve:

- a) **More learning-support capacity, available when demand peaks.** The Academy can develop and maintain Follow-on training and digital learning for more capabilities at the same time, including during crisis-related surges, without proportional growth in permanent staff.
- b) **Faster readiness for new capabilities.** NATO personnel are trained on a new capability *before* it goes live, not after (Follow-on training needs to be available several months before capability go-live)
- c) **Training that meets NATO standards and stays maintained.** Training reflects NATO-specific roles, tasks and procedures, follows the NATO Systems Approach to Training (Bi-SC Directive 075-007) where it applies, and is kept current across the capability life cycle.
- d) **Better use of digital tools in daily work.** Users apply new digital capabilities confidently and consistently, and NCIA can measure whether training turned into effective use.
- e) **Assurance without a heavy compliance burden.** NCIA retains the approvals that must remain with the Agency and receives evidence that quality, security and ownership of outputs are met, in a way that does not slow delivery.
- f) **A workable commercial model under uncertain demand.** NCIA can scale services up and down with the project pipeline without paying for idle capacity or renegotiating for every new capability.

4. Working hypotheses for industry to challenge

These are underlying assumptions for this RFI. For each assumption we ask: is it necessary, commercially viable and likely to deliver the outcomes in Section 3? Respond in the Excel form against the hypothesis number.

#	Hypothesis	Why we hold it	What we want to learn
H1	External support can scale Follow-on training development faster than growing Academy staff.	A limited number of Academy staff currently do this work across three sites.	Is that true in your experience? What limits scaling on your side?
H2	A small 'market place' of companies covering Training by Design, Digital Learning Solution Development and Digital Adoption adds value over one integrated company trying to cover all services.	The domains partially overlap, but also require quite distinct experience and expertise.	Where does integration create value, and where does it create risk, cost or lock-in?
H3	Training by Design work needs staff on NATO premises in Oeiras, The Hague or Mons.	Close work with Academy staff and military subject matter experts (SMEs), and use of NATO-secured networks.	Which activities truly need presence on site? What can be hybrid or remote, and under what security conditions?
H4	Digital Learning Solution Development can be done remotely at the supplier's premises.	It depends less on NATO-specific doctrine, and the required SMEs will be available for input remotely	What would you need (access, data, tools) to do this remotely, and what would prevent it?
H5	The Academy's existing workflow (analyse, design, develop, implement, evaluate) is the right basis for dividing work between NCIA and the partner.	The workflow follows the NATO Systems Approach to Training.	Which steps would you retain, combine, automate or drop, and how would you keep equivalent or better quality?
H6	Certain approvals must stay with NCIA (for example final approval of training analysis and design documents, and formal course acceptance).	NCIA remains accountable for NATO training standards.	Which approval points slow delivery most, and what safeguards would let NCIA approve faster or less often?

#	Hypothesis	Why we hold it	What we want to learn
H7	Digital adoption support, including adoption platforms and in-application guidance, helps turn training into effective use.	Adoption is meant to move the measure from "training delivered" to "capability used".	What evidence do you have of measurable adoption outcomes? Is a limited pilot the right way to start?
H8	Demand will be uncertain and uneven, so services should scale with the project pipeline rather than be fixed.	Demand follows NATO capability projects and crisis needs.	What commercial model would you propose, and what demand information do you need?
H9	Some work will involve classified information and needs cleared staff, with NATO-provided equipment for restricted-level work.	The tasks are expected at NATO Restricted level, and some may go beyond.	What do these conditions do to your pool of staff, your cost and your willingness to bid?
H10	NATO should own all learning outputs (packages, source files, multimedia).	Courses must be maintained by NATO across a capability's life.	Does full ownership affect your price or your tools? What alternative would still let NATO maintain and reuse the content?

5. Illustrative operating model

The model below shows how the Academy works today and how we imagine dividing the work. It is an illustration to react to. **You are not asked to demonstrate compliance with it.** You are asked to say what you would keep, combine, automate, replace or drop, and why your approach would give equivalent or better results.

Domain	What the Industry Learning Partner might do	What NCIA would expect to keep	Where we are open to alternatives
Training by Design: turn vendor-delivered Initial training into NATO role-specific Follow-on training	Analyse training needs, design the learning solution, adapt and develop materials, guide the Industry Technical Partner through the NATO Systems Approach to Training, evaluate delivered training and propose improvements.	Early engagement and project proposals, the statement of work for the Industry Technical Partner, scheduling and hosting Initial training, final approvals, entry into the Academy catalogue.	Evaluation of training, support to moving new courses in the NCI Academy catalogue
Digital Learning Solution Development: e-learning, microlearning, performance support, quick-reference guides	Analyse needs, design, build, test and deliver digital learning artefacts to NATO's learning platform.	Scope and priorities, templates, access to NATO subject matter experts, review and approval, acceptance on the NATO platform.	Authoring tools, build and test approach, location of work, level of review.
Digital Adoption: from user readiness to sustained use	Assess readiness and barriers, plan and deliver adoption and communication activities, measure uptake and effective use, scale and sustain	Priorities and success measures, access to user communities, decisions on corrective actions.	Adoption platforms, tools, measures and the balance between supplier and in-house delivery.

Domain	What the Industry Learning Partner might do	What NCIA would expect to keep	Where we are open to alternatives
	across user communities.		

Roles at a glance. The Industry Technical Partner supplies the IT capability and Initial training. The Academy owns Follow-on training for the life cycle of the capability. The Industry Learning Partner would add capacity inside this flow, not replace the Academy's accountability.

6. NCIA's view on requirements for the Industry Learning Partner: What is fixed, what is current practice, and what is open

The below table reflects NCIA's view on the various requirements and where we are open for alternative insights. Please tell us which items would constrain innovation, raise prices or exclude viable delivery models.

- Mandatory: NCIA cannot change it (law, NATO policy, security rules).
- Current practice: how the Academy works today; could change if the case is made.
- Preferred: we would like it, but we could drop or replace it.
- Open: we expect alternatives.

Item	Requirement	Status (proposed)	What we want to learn
NATO member-country companies only	Only companies from a NATO member country can participate. Companies from other than NATO member nations are excluded from taking part in the competition or serving as a contractor or subcontractor.	Mandatory	Can you fully comply with the requirement that only companies from NATO member nations may participate? Specifically, if you currently utilize or plan to collaborate with contractors or subcontractors based outside of NATO member nations, would this impose any constraints on your ability to participate in a future competition?
NATO training standards	Training analysis and design in line with Bi-SC Directive 075-007.	Mandatory as an outcome; method open	Which parts of the directive drive cost or delay in practice?
Security clearances	The tasks are expected at NATO Restricted level, and some may go beyond (NATO Secret)	Mandatory	How many of your staff hold or can get clearance, and how long would it take?
Place of work, Training by Design	On NCIA premises in Oeiras, The Hague or Mons.	Current practice	Which activities truly need presence? What hybrid model would you propose?
Place of work, Digital Learning Solution development	Remote, at the supplier's premises, with NATO-provided restricted-level laptop and software.	Current practice	What would you need to work remotely?
Authoring tools	Articulate Storyline or Adobe Captivate; native Moodle activities on request.	Current practice (preferred)	Would other tools be preferable if NATO can edit the source files?

Item	Requirement	Status (proposed)	What we want to learn
NATO learning platform	Content must run without errors on NATO's learning system (Moodle) and be accessible to students.	Mandatory as an outcome	What do you need to test and deploy there?
Ownership of outputs	NATO owns all e-learning modules, source files and digital assets; no copyright material that cannot transfer to NATO.	Mandatory	What alternative would still let NATO maintain and reuse the content?
Quality assurance	Materials aligned with the NCI Academy Quality Control Checklist.	Current practice	Would you propose an equivalent quality system?
English language	Level 3 English under STANAG 6001 (Listening 3, Speaking 2, Reading 3, Writing 2) or CEFR B2 to C1.	Mandatory for all staff and industry partners	Does this limit your staffing?
Supplier experience	5+ years, large clients (10,000+ employees), portfolio of e-learning, strong project management.	Preferred	Does the size and years threshold exclude capable suppliers? What evidence would you offer instead?
Military background	Strong military background, preferably NATO, in deployable CIS, command and control, functional services or cyber security.	Preferred	Could this be met through access to subject matter experts instead of the team itself?
Education	Bachelor's degree in a relevant field.	Preferred	Would equivalent experience be enough?
Team structure	A larger team that covers all requirements, not an individual.	Current practice	What team structure and size would you propose?

Annex C – Questionnaire

To request the Questionnaire in Excel format, please email:
RFI-07803-ACAD@ncia.nato.int

Company Information

i. Legal Business Name

ii. Address

iii. Website

iv. Primary Point of Contact

v. Email address

Please add here a summary of relevant capabilities and past performance:

Annex B - Answers		
Topic	Question	Your answer
i. Comments on the Draft Requirements (Annex B)	Please provide any additional comments or feedback on the Draft Requirements (Annex B) that have not been addressed elsewhere in your response.	
ii. Responses to the following RFI Questions:	(see below)	(insert below)
Q1 Appetite and barriers to participation	1. If a competitive solicitation is launched, would your organisation be interested in bidding for these services, either in whole or in part?	
	2. Which conditions would prevent you from participating, require you to partner, or materially increase your price?	
	3. What alternatives would still preserve NCIA's fundamental needs (See also Annex B Section 3)?	
Q2 Scope and division into the three domains	1. Which of the three domains (Training by Design, Digital Learning Solution Development, Digital Adoption) could you deliver directly, through partners, or as separate services?	
	2. Where would integrated provision create demonstrable value, and where would separate procurement be preferable?	
	3. If NCIA procured the domains separately, what would you expect to gain or lose in price, quality and coordination?	

Topic	Question	Your answer
Q3 Operating model	1. Which parts of the illustrative operating model in Annex B Section 5 may not work in practice?	
	2. Which activities would you retain, combine, automate, replace or omit, and how would your approach deliver equivalent or better outcomes and assurance?	
	3. Which responsibilities and approval rights must remain with NCIA, and what are the consequences if NCIA inputs (SME time, reviews, approvals, access to systems) are delayed or unavailable?	
	4. Which activities need people on NATO premises, and which could be done in a hybrid or remote way within security rules?	
Q4 Demand uncertainty, capacity and delivery timelines	1. How do you manage uncertain volumes, concurrent projects and crisis-related surges?	
	2. What demand information would you need from NCIA, and what timelines and capacity limits do you apply?	
	3. What commercial model would best support these services under uncertain demand (for example, a framework with call-offs, fixed price per output, capacity-based, time and materials, or a mix), and why?	
	4. What is the smallest and largest volume of work that would make this attractive to you?	

Topic	Question	Your answer
Q5 Independence, security and ownership	1. The Learning Partner will oversee and review the training deliverables of the Industry Technical Partner. In your view, should companies that supply IT systems to NATO be eligible to bid in a competition to select a Learning Partner? If so, what specific safeguards against conflicts of interest would you recommend?	
	2. Some work may involve classified information. How would clearance and equipment conditions affect your staffing, cost and decision to participate in a future solicitation?	
	3. NATO expects to own learning content and source files. Does this affect your price, tools or willingness to participate, and is there an alternative that still lets NATO maintain and reuse the content?	
Q6 Digital adoption	1. What approaches and tools have delivered measurable adoption outcomes in large, complex organisations, and how were they measured?	
	2. If you propose a digital adoption platform, what use cases, benefits, integration and security needs, lifecycle costs and indicative price would you expect?	
	3. Is a limited pilot with measurable success criteria the right way to start? What would the criteria be?	

Topic	Question	Your answer
Q7 Anything else	1. What have we not asked that would change your view of this potential future opportunity?	
iii. Innovations or alternatives	Please propose any available innovations, enhancements, or alternative solutions.	
iv. Rough Order Magnitude (ROM), including any assumptions upon which they are based	Please provide a Rough Order of Magnitude (ROM) cost estimate, including all underlying assumptions upon which it is based.	

	Please add your answers below
i. Risks, concerns, or barriers	
ii. Suggestions for risk mitigation or enhancing competition	

4. Working hypotheses for industry to challenge

These are underlying assumptions for this RFI. For each assumption we ask: is it necessary, commercially viable and likely to deliver the outcomes in Section 3? Respond in the Excel form against the hypothesis number.

#	Hypothesis	Why we hold it	What we want to learn	Your answer
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H5	The Academy's existing workflow (analyse, design, develop, implement, evaluate) is the right basis for dividing work between NCIA and the partner.	The workflow follows the NATO Systems Approach to Training.	Which steps would you retain, combine, automate or drop, and how would you keep equivalent or better quality?	
H6	Certain approvals must stay with NCIA (for example final approval of training analysis and design documents, and formal course acceptance).	NCIA remains accountable for NATO training standards.	Which approval points slow delivery most, and what safeguards would let NCIA approve faster or less often?	
H7	Digital adoption support, including adoption platforms and in-application guidance, helps turn training into effective use.	Adoption is meant to move the measure from "training delivered" to "capability used".	What evidence do you have of measurable adoption outcomes? Is a limited pilot the right way to start?	

#	Hypothesis	Why we hold it	What we want to learn	Your answer
H8	Demand will be uncertain and uneven, so services should scale with the project pipeline rather than be fixed.	Demand follows NATO capability projects and crisis needs.	What commercial model would you propose, and what demand information do you need?	
H9	Some work will involve classified information and needs cleared staff, with NATO-provided equipment for restricted-level work.	The tasks are expected at NATO Restricted level, and some may go beyond.	What do these conditions do to your pool of staff, your cost and your willingness to bid?	
H10	NATO should own all learning outputs (packages, source files, multimedia).	Courses must be maintained by NATO across a capability's life.	Does full ownership affect your price or your tools? What alternative would still let NATO maintain and reuse the content?	

5. Illustrative operating model

The model below shows how the Academy works today and how we imagine dividing the work. It is an illustration to react to. **You are not asked to demonstrate compliance with it.** You are asked to say what you would keep, combine, automate, replace or drop, and why your approach would give equivalent or better results.

Domain	What the Industry Learning Partner might do	What NCIA would expect to keep	Where we are open to alternatives	Your answer
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Digital Learning Solution Development: e-learning, microlearning, performance support, quick-reference guides	Analyse needs, design, build, test and deliver digital learning artefacts to NATO's learning platform.	Scope and priorities, templates, access to NATO subject matter experts, review and approval, acceptance on the NATO platform.	Authoring tools, build and test approach, location of work, level of review.	
Digital Adoption: from user readiness to sustained use	Assess readiness and barriers, plan and deliver adoption and communication activities, measure uptake and effective use, scale and sustain across user communities.	Priorities and success measures, access to user communities, decisions on corrective actions.	Adoption platforms, tools, measures and the balance between supplier and in-house delivery.	

6. NCIA's view on requirements for the Industry Learning Partner: What is fixed, what is current practice, and what is open

The below table reflects NCIA's view on the various requirements and where we are open for alternative insights. Please tell us which items would constrain innovation, raise prices or exclude viable delivery models.

- Mandatory: NCIA cannot change it (law, NATO policy, security rules).
- Current practice: how the Academy works today; could change if the case is made.
- Preferred: we would like it, but we could drop or replace it.
- Open: we expect alternatives.

Item	Requirement	Status (proposed)	What we want to learn	Your answer
NATO member-country companies only	Only companies from a NATO member country can participate. Companies from other than NATO member nations are excluded from taking part in the competition or serving as a contractor or subcontractor.	Mandatory	Can you fully comply with the requirement that only companies from NATO member nations may participate? Specifically, if you currently utilize or plan to collaborate with contractors or subcontractors based outside of NATO member nations, would this impose any constraints on your ability to participate in a future competition?	
NATO training standards	Training analysis and design in line with Bi-SC Directive 075-007.	Mandatory as an outcome; method open	Which parts of the directive drive cost or delay in practice?	
Security clearances	The tasks are expected at NATO Restricted level, and some may go beyond (NATO Secret)	Mandatory	How many of your staff hold or can get clearance, and how long would it take?	
Place of work, Training by Design	On NCIA premises in Oeiras, The Hague or Mons.	Current practice	Which activities truly need presence? What hybrid model would you propose?	
Place of work, Digital Learning Solution development	Remote, at the supplier's premises, with NATO-provided restricted-level laptop and software.	Current practice	What would you need to work remotely?	
Authoring tools	Articulate Storyline or Adobe Captivate; native Moodle activities on request.	Current practice (preferred)	Would other tools be preferable if NATO can edit the source files?	
NATO learning platform	Content must run without errors on NATO's learning system (Moodle) and be accessible to students.	Mandatory as an outcome	What do you need to test and deploy there?	

Item	Requirement	Status (proposed)	What we want to learn	Your answer
Ownership of outputs	NATO owns all e-learning modules, source files and digital assets; no copyright material that cannot transfer to NATO.	Mandatory	What alternative would still let NATO maintain and reuse the content?	
Quality assurance	Materials aligned with the NCI Academy Quality Control Checklist.	Current practice	Would you propose an equivalent quality system?	
English language	Level 3 English under STANAG 6001 (Listening 3, Speaking 2, Reading 3, Writing 2) or CEFR B2 to C1.	Mandatory for all staff and industry partners	Does this limit your staffing?	
Supplier experience	5+ years, large clients (10,000+ employees), portfolio of e-learning, strong project management.	Preferred	Does the size and years threshold exclude capable suppliers? What evidence would you offer instead?	
Military background	Strong military background, preferably NATO, in deployable CIS, command and control, functional services or cyber security.	Preferred	Could this be met through access to subject matter experts instead of the team itself?	
Education	Bachelor's degree in a relevant field.	Preferred	Would equivalent experience be enough?	
Team structure	A larger team that covers all requirements, not an individual.	Current practice	What team structure and size would you propose?	