

NATO Communications and Information Agency Annual Report 2025

Delivering capability, building readiness





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1. Introduction

In 2025 the Alliance sharpened its strategic focus on digital transformation, prioritizing the cloud, data and artificial intelligence capabilities on which modern operations depend. Against a security environment defined by strategic competition and persistent instability, NATO needs a fully enabled Agency: one with the capacity and capability to support its deterrence planning and operations and to deliver its digital transformation ambitions. Through each of these demands, NCIA was there, providing the technology and services that connect and protect the Alliance.

Guided by an outcome-based approach to prioritization, the Agency focused on the initiatives that deliver the highest operational impact. NCIA delivered mission-critical capabilities at pace while sustaining strong service levels for its customers. The operational deployment of the AI-powered Maven Smart System directly strengthened decision advantage for NATO forces, and the migration of approximately 11,000 personnel to a commercial cloud-based working environment improved agility, security and user experience. Underpinning this delivery, NCIA accelerated its transition to cloud as the primary platform, retiring legacy systems, managing infrastructure obsolescence and establishing a scalable, resilient digital foundation. The effect is a shift in focus from maintaining infrastructure to rapidly building and deploying mission capabilities.

Support to Ukraine remained a defining priority throughout the year, advancing its command and control infrastructure, air and missile defence architecture and counter-drone capabilities.

In December 2025, NCIA welcomed Dr Dylan Browne as its new General Manager, succeeding Ludwig Decamps, who concluded his tenure after guiding the Agency through a pivotal period of digital transformation since 2021. The Agency enters its next chapter building on those strong foundations.

This report provides a concise overview of our delivery in a pivotal year, highlighting the work we have done to strengthen NATO's connections and contribute directly to security in the Euro-Atlantic area.



2. Delivering operational capability

Support to Ukraine

- In 2025, NCIA continued its critical work in support of Ukraine. The Agency upgraded Ukraine's command and control infrastructure, designing and deploying modern CIS networks and delivering the NATO Security Assistance to Ukraine (NSATU) Restricted Network. Combined with static and mobile unclassified services and commercial SATCOM airtime and equipment, this sustained robust communications and strengthened Ukraine's ability to coordinate operations in highly dynamic conditions.
- The Agency advanced Ukraine's Integrated Air and Missile Defence Architecture, providing capability assessments, gap analysis and transition architectures tailored to evolving requirements.
- Counter-drone support was a major focus. NCIA delivered electromagnetic support systems, command and control solutions, training and equipment, including around 15,000 land-based acoustic sensors to monitor low-altitude airspace. Since 2023, NCIA's counter-drone support to Ukraine has reached approximately 221 million EUR.
- At the Joint Analysis, Training and Education Centre (JATEC), NCIA delivered key CIS equipment supporting a NATO-Ukraine Secret cloud infrastructure, powered by AI tools to sharpen insight and decision-making.
- Working with the Deployable Air Command and Control Centre (DACCC) in Poggio Renatico, Italy, NCIA began delivering an interim sustainment solution for the DARS component, whose deployable infrastructure and CIS reach end-of-life in 2026.
- **Ballistic missile defence:** The BMD programme delivered improved training tools and enhanced CBRN defence analysis, and continued modernizing the BMD Operations Cell in HQ AIRCOM. NCIA also ran Ensemble Test 25 at its Integration Test Bed in The Hague, integrating the NATO BMD suite of applications with national systems from the United States and Italy to verify end-to-end workflows, with Allied Command Transformation leading the results review.
- **Alliance Persistent Surveillance from Space:** The APSS Application achieved Initial Operational Capability, strengthening NATO's situational awareness through operational space-based ISR. The Aquila Virtual Constellation grew to 18 participating nations and commercial partners, and NCIA accelerated the Aquila Management Service, giving Allied Command Operations a single interface to task and access commercial ISR data for use on NATO's operational network.
- **Support to operations and exercises:** NCIA delivered critical cyber security and CIS expertise across more than 100 NATO exercises. Steadfast Cobalt 2025, NATO's largest CIS interoperability exercise, was a highlight, with NCIA supporting the establishment and expansion of the Vigilance and Enhanced Vigilance Activities (VeVA) Mission Network.

Strengthening NATO's collective defence

- **Vigilance and enhanced Vigilance Activities (VeVA):** NCIA advanced the VeVA Mission Network in 2025 by leading the design of federated services, verifying their alignment with operational requirements, and implementing procedures and tools for continuous network operations. NCIA's support enables the readiness of the NATO enterprise in executing the deterrence and defence of the Euro-Atlantic Area.
- **Air command and control:** NCIA ran two interoperability test events, INTEND 04 and INTEND 05, bringing 12 Air C2 systems together in a shared environment under simulated operational conditions, and demonstrated integration of space domain capabilities into the Air C2 environment.

Business continuity and readiness

- A new assessment cycle identified the Agency's most critical activities, underpinning updated continuity plans, with closer coordination across NATO HQ, ACO and ACT to align with NATO's crisis management framework.
- NCIA reviewed its readiness to support partners during tension or crisis, informing updates to its Crisis Management Concept of Operations. The revised approach was tested in an Agency-wide table-top exercise in November 2025, which identified actionable steps to close readiness gaps.

3. Transformational projects

Cloud initiatives

- **NATO Public Cloud (NPCL):** Over 11,000 NATO and Ally users are now working in the secure cloud environment, with 17 of 20 applications migrated to production and the remainder due by April 2026. NCIA has decommissioned 93% of workstations and 87% of local infrastructure, with the final two data centres to follow in April 2026.
- **Protected Business Network (PBN):** NCIA launched the competition to select the PBN Cloud Service Manager, with final selection due in May 2026. This NATO Restricted, cloud-hosted capability will give the Enterprise a single directory and standardized tools for seamless collaboration, with transition from NPCL beginning in June 2026 and full capability across the Enterprise by 2029.
- **Operational Network:** NCIA is consolidating multiple NATO Secret networks into a single, secure, multi-tenant environment serving 32 NATO locations, strengthening cyber resilience and cutting redundancy. The critical system integration contract was finalized in June 2025, with final system acceptance planned for the end of 2027. Building on this, the Operational Network Extension (ON-X) introduces a static NATO Secret multi-cloud architecture optimized for AI and multi-domain operations. The Capability Programme Plan was submitted in September 2025, with Final Operational Capability targeted for 2030.
- **HERMES (NS Mobility):** NCIA signed a 24 million EUR contract six weeks ahead of schedule to deliver a secure laptop-based capability for operations up to NATO Secret. The project introduced an outsourced “as a service” model through a new Hermes Service Operations Centre in Germany, and has entered verification and validation, with Final System Acceptance scheduled for November 2026.
- **DEMETER (land command and control):** NATO formally validated SitaWare HQ as meeting its operational requirements in November 2025, with Full Operational Capability due in March 2026. Project 2 expanded adoption through 25 training iterations across nine locations, training 179 personnel.
- **Asset, Configuration, Patching and Vulnerability (ACPV):** NCIA progressed the ACPV initiative, which manages physical and digital assets and identifies emerging vulnerabilities to keep NATO’s systems properly configured and patched. The project remained in implementation through 2025, refining vendor performance to meet operational requirements.

Command and control and secure mobility

- **Maven Smart System NATO (MSS NATO):** MSS passed User Acceptance Testing with SHAPE operators in July 2025 and declared Interim Operational Capability in December, with Full Operational Capability due in May 2026 supporting over 1,000 users across Allied Command Operations. Delivery from funding approval to operational status was achieved in just 18 months, and MSS was integrated into Steadfast Deterrence 2025 within three weeks, going on to support Steadfast Duel 2025.
- **NATO Digital Foundry (NDF):** In December 2025, NCIA launched the NATO Digital Foundry at its facility in The Hague, an open, secure platform for NATO bodies, Nations, industry and non-profits to develop and test disruptive technologies from concept to operational capability, connecting innovation ecosystems across the Alliance.
- **AI and data science:** NCIA integrated its first AI functions into a NATO Functional Area Service, including an AI assistant for operational planners, and added AI capabilities to multiple BMD tools. The Agency established a Data and AI Centre of Excellence as the hub for NATO-wide data-driven innovation, and advanced compliance with NATO’s Principles of Responsible Use of AI.

4. Service delivery

- In 2025, NCIA managed 156 agreements, comprising 14 Service Level Agreements (SLAs) with NATO HQ and the Command Structure and 142 Service Support Packages (SSPs) with smaller entities, together valued at 440.9 million EUR. This reflects the scale and scope of the Agency's support to the Alliance.
- NCIA consistently met or exceeded the targets agreed with strategic partners under the combined Centralized and Local Service-Level Agreements.
- These results reflect NCIA's commitment to reliable, consistent service delivery for NATO missions and operations.

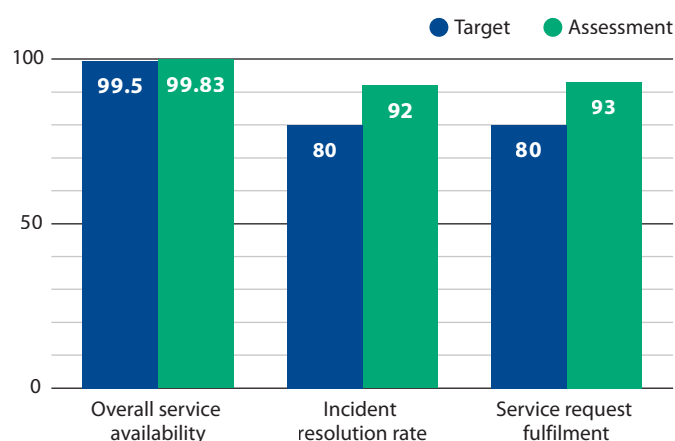
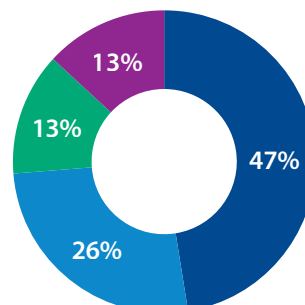


Figure 1. Service-level targets vs. assessments

5. Procurement

- In 2025, NCIA awarded 1.27 billion EUR in contracts, up 37% from 927 million EUR in 2024 and exceeding 1 billion EUR in awards for the first time. Nearly all requirements were competitively sourced, consistent with the past three years.



- Military and civil budgets
- NATO Security Investment Programme
- Multinational funding (including Ukraine Trust Fund)
- NCIA operating and governance cost

Figure 2. Contracting volume by funding source

- **Stronger procurement operations:** Upgraded systems, streamlined processes and wider adoption of the NEO eProcurement platform increased efficiency and enabled the Agency to handle larger workloads. The Joint Centre of Expertise applied best practices from Allied partners, including outcome-based requirements and time-boxed evaluations, cutting evaluation timelines from months to weeks. It supported over 340 million EUR in awards in 2025 and is applying these methods to a pipeline exceeding 700 million EUR through 2026.
- **NATO Procurement Policy:** The revised NATO Procurement Policy entered into force in July 2025, creating a modernized framework for all common-funded procurement and supporting Host Nations as they step up to rising NATO demands. NCIA secured Agency Supervisory Board approval for its new Acquisition Directive and is finalizing supporting regulations and financial rules to ensure full alignment.
- **Industry engagement:** NCIA strengthened collaboration through its Industry Strategic Engagement Plan, delivering briefings at 14 national industry days, coordinating 68 bilateral engagements (up 40% on 2024) and hosting pre-competitive workshops for 322 companies, tripling engagement compared to 2024.

6. Quality, risk and asset management

- **Quality and risk management:** NCIA strengthened its risk management framework in 2025, revising the Risk Management Directive and securing ISO 9001 certification for its risk management processes. The Agency Supervisory Board approved the NCIO Risk Appetite Framework, now integrated into the corporate planning cycle to support structured discussion of key organizational risks.
- **Asset management:** The CIS Sustainment Support Centre improved asset management maturity while handling over 22,000 additional assets, delivering a consolidated NATO-wide asset view and a 97% completion rate in the annual ICT inventory. Nearly 472,000 assets were processed or procured, a 33% increase on 2024, and asset management was formally established as a centralized authority under the Chief Service Operations Office.



7. People and organization

Academy and training

- **NCI Academy:** In 2025, the NCI Academy delivered 772 course iterations, a 6% increase on 2024, training 7,819 students across the Alliance, a 15% rise in participation. Nearly half of all courses were in Command and Control and Functional Services, with delivery spanning face-to-face, live online and Mobile Training Teams. The Military Committee appointed the Academy as Department Head for the Electromagnetic Operations Discipline, reinforcing its leadership in NATO education and training.
- **Corporate Academy:** The Corporate Academy (NCIA's internal training facilitator) delivered 693 training events for 2,221 NCIA staff, covering technical, operational and managerial competencies, with the majority delivered live online for broad accessibility.

Recruitment

- NCIA ended 2025 with 98% of civilian roles filled or in recruitment, with pooled reserve candidates filling 26% of vacancies and shortening timelines. The Agency onboarded a record 273 external NATO International Civilians, growing the workforce by an average of 1.2 permanent staff every second working day, with attrition holding at a comparatively low 5.3%.
- Female representation reached a historic 21.4% in 2025, up from 15.5% in 2015 when the Agency was smaller by 1,000 personnel.



8. Financial performance

- NCIA operates under a no-profit, no-loss business model, where the costs associated with delivering services and managing projects are covered by charging the beneficiaries of those services. Costs are calculated so that NCIA can sustain its operations without generating profit, while providing high-quality services and meeting the needs of its customers.
- In 2025, the Agency's total costs reached 1,261.4 million EUR on a comparable planning basis. Against an approved plan, NCIA recorded a deficit of 5.9 million EUR, well inside the planned deficit of 24.5 million EUR, reflecting disciplined financial management through a year of high operational tempo and growth.

	CP 2025 (MEUR)	Actuals 2025 – CP Scope (MEUR)
Revenue		
Operating	470.4	514.4
Acquisition	394.0	537.7
ECIS*	201.5	203.3
Total	1,065.9	1,255.5

Expenses		
Operating	495.0	525.7
Acquisition	394.0	538.2
ECIS*	201.4	197.5
Total	1,090.4	1,261.4

Breakeven	-24.5	-5.9
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* External Communications and Information System (CIS) Services

Figure 3. 2024 financial performance: revenue vs expenses



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