

## Invitation - Calling Notice

### Request for Industry Participation - Support to Protected Business Network (PBN) Capability Programme Implementation

**Hybrid (Onsite/Remote) industry engagement event to prepare potential suppliers (“boot camp”)**

**19 February 2025  
09:00-16:00 Hours  
Central European Time (CET)**

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**Estimated Amount:** Approximately 588,000,000 EUR

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**Invitation Closing Date:** 29 January 2025

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The NCIA is hereby seeking early engagement and industry participation in a hybrid format event (onsite/remote) scheduled on **19 February 2025, 09:00-16:00 CET** from NATO Member Suppliers. National Representatives are requested to elicit interest and provide their Industry Supplier representative nominations through the submission of the detail for each company for participation in this event, **no later than 23:59 Hours (CET), 29 January 2025**. Each company will be allowed to nominate a maximum of up to 3 (three) attendees for onsite participation with the possibility to allow more company attendees however only through remote participation. A maximum of up to 5 (five) attendees is allowed for companies interested in remote participation only.

Building on the input received through previous industry engagements since December 2023; during this event the NCIA will be announcing its vision on PBN, elaborate on the NATO Cloud Enterprise model and give an outline of the upcoming business opportunities industry should expect for the implementation of the PBN Capability. In this respect, the NCIA outsourcing strategy envisages maximal use of contracted solutions to the best extent practicable.

By engaging early in the procurement lifecycle, the NCIA seeks to understand Industry capabilities and views to inform the formulation of upcoming procurements actions related to PBN. In this respect the Event will be also helpful for the development of the first International Competitive Bidding the NCIA will soon release for the initial PBN Project 0 (Discover and Accelerate).

This Event will also provide the opportunity to engage with Industry to: discuss and analyse potential constraints, challenges, technologies and processes that may impact PBN implementation and timelines; encourage and elicit Industry views on the type, scope and breakdown of the contractual agreements the NCIA envisages.



Any feedback provided by Industry after conclusion of this event will be treated by NCIA with due confidence and it will contribute to inform the subsequent stages of the PBN Capability implementation.

**NCIA Point of Contact**

Mr. Giordano Mastrocinque, Senior Contracting Officer

**Email:** [PBNMailbox@ncia.nato.int](mailto:PBNMailbox@ncia.nato.int)

**Annexes:**

- A. Summary of Requirements
- B. Distribution List
- C. Contact details for NATO national representatives (National Experts and Permanent Delegations available contacts)

***\*\*Neo eProcurement Registration\*\****

*Attention Suppliers,*

*The NCIA is stepping into a new era of procurement. We have launched an eProcurement tool, Neo, to make our collaborations smoother, faster, and more transparent. If you are keen to do business with us, you will need to register in [Neo](#). This tool will offer suppliers visibility into past, current and upcoming business opportunities, and streamlines the competition cycles, contract awards, and account management.*



**To** : Distribution List

**Subject** : Invitation – Calling Notice

**Request for Industry Participation - Support to Protected Business Network (PBN) Capability Programme Implementation**

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1. A high-level summary of the requirements is set forth in Annex A hereto. These requirements are still being refined.
2. All correspondence concerning this Invitation - Calling Notice for Industry participation in the Support to Protected Business Network (PBN) Capability Programme Implementation hybrid (onsite/remote) Event must be via this Notice and application process to: [PBNMailbox@ncia.nato.int](mailto:PBNMailbox@ncia.nato.int)
3. The nominations must be provided by the National Representative(s). Interested Industry Suppliers may refer to Annex C for a list of National Representatives. Nominations shall include the following information for each Supplier (NCIA reserves the right to reject incomplete nominations):
  - Supplier name
  - Supplier address
  - Single Point of Contact (PoC) name, email address and telephone number
  - Names and roles/titles of participants additional to the PoC
4. The deadline for nominations is **29 January 2025, 23:59 Hours (CET)**. In order to maximise Supplier participation the NCIA may, at its discretion, accept late nominations.
5. Upon receipt of formal nomination by the National Representative(s); the NCIA will submit to each nominated company a registration link which will allow finalization of the administrative formalities.
6. The **onsite location** for the event is: Courtyard Marriott Brussels (address: Avenue des Olympiades 6 - 1140 Brussels (Belgium) – phone: +32 (0) 2 337 08 08 web: <https://www.marriott.com/en-us/hotels/brucy-courtyard-brussels/overview/?scid=f2ae0541-1279-4f24-b197-a979c79310b0>; the **remote participation** will be through Webex (detailed information will be shared during the registration process).
7. The NCIA is not liable for any expenses incurred by Suppliers in conjunction with their responses to this Invitation - Calling Notice to the Event; any such responses shall not be regarded as a commitment of any kind concerning future procurement of items or services described herein.



8. Your interest to participate and assistance to this Event will be greatly appreciated.

**For the Chief of Acquisition:**

*[Original Signed By]*

Giordano Mastrocinque  
Senior Contracting Officer



## Annex A – High-Level Summary of Requirements

CPP: PBN; Programme ID: 9A3101 Dated: 30 May 2023

### 1. Background

The Protected Business Network (PBN) aims at establishing a centralized digital workplace allowing all NATO Enterprise users to collaborate from any location at any time accessing a single directory and utilising standardized tools. PBN is the first step towards realization of a NATO-wide digital backbone and it will provide the singular platform for the Enterprise NATO R3TRICTED (NR) digital workplace for effective and efficient collaboration across the Alliance.

The PBN Capability Programme Plan (CPP) delivers transformational change for NATO: it will integrate and replace NATO's existing unclassified and restricted networks into a single enterprise capability providing increased scalability, agility, rationalization of cost, cost transparency and accountability, competitive advantage, productivity, and availability. It will deliver between 2025 and 2029, with an estimated through-life cost of approximately 588 MEUR up to 2033.

### 2. Outline of the Agency's vision

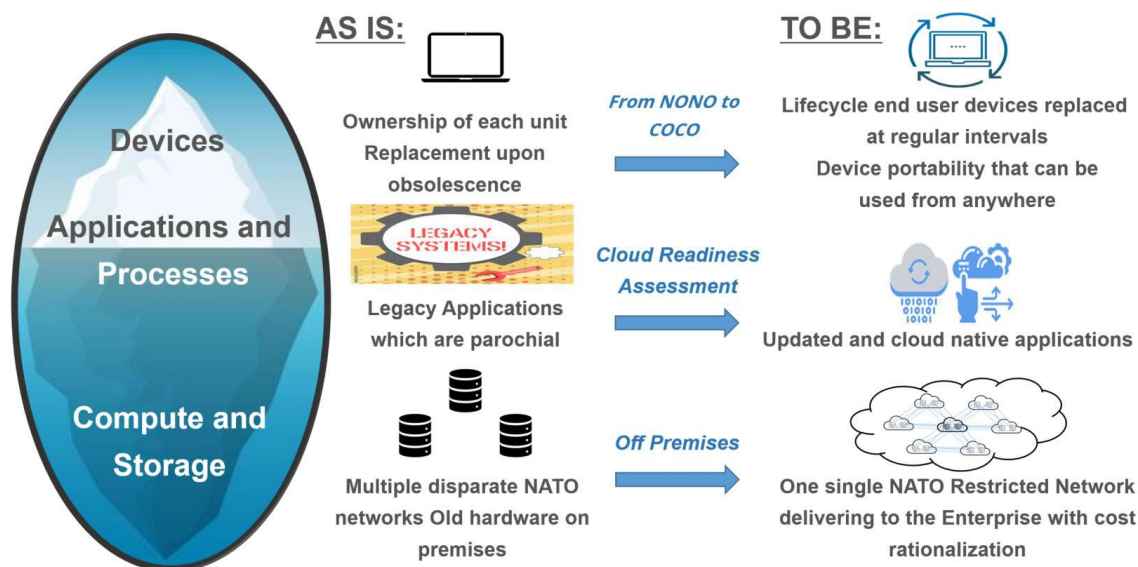
Starting with a first phase consisting in delivering a pilot ("lift-and-shift" migration of an NU instance to cloud) and a feasibility demonstration through assessment of industry proposed demonstrators (in scope of the initial Project 0), PBN will enable progressive implementation to the NATO Enterprise entities ensuring network and data synchronization across applications and services. This transformation - led by an Industry Service Integrator selected at the final stage of the Project 0 competitive process - will be impacting approximately 29,000 users at 32 main locations in 13 countries and it will cover:

- **End User Devices.** NATO Owned/NATO Operated (NONO) capability will transition to Contractor Owned/Contractor Operated (COCO). Hardware life-cycle management will be programmed as a service with regular interval obsolescence replacement.
- **Applications and Processes.** The PBN ambition is to modernize business processes, applications, and services across the NATO Enterprise. The modernization of processes, applications and services will result in a single application for the Enterprise per business function; centralized security patching and software updates, and containerized software for agile improvement and scalability. By adopting more agile processes, more resilient networks and services, more elastic cloud environments, the new PBN applications and their delivery will be more cloud native supported by more effective organization structures and training.
- **Compute and Storage.** The PBN will move compute and storage off premises and deliver one virtual NR platform to the Enterprise with the ability to scale as needed in real time paying only for subscribed and consumed services (utility vs ownership), with ensured resilience and security levels.



An illustrative representation of the vision for PBN is provided below:

## Protected Business Network



### 3. PBN Programme Objectives

The programme has four main objectives:

- **Information and Communication Technology (ICT) Modernization:** ICT modernization starts with business workflows. This programme aims to address every ICT layer, by delivering modernized solutions.
- **Maximising Cloud Native Solutions:** Cloud native solutions come with data portability to prevent vendor lock-in. Cloud native solutions provide reusability regardless of service models (IaaS, PaaS or SaaS). PBN will deliver cloud native solutions.
- **Maximising 'As a Service' Approach:** Utilising the 'As a Service' cloud service model including SaaS, minimizes human errors in configuration and operation of services. PBN will use 'As a Service' solutions as much as possible.
- **Setting the Foundation for future Data Centric Security:** This programme aims to take initial steps of the transition through ultimate goal of Enterprise data centric security.

### 4. PBN Programme projects

The roadmap towards the PBN Capability implementation envisages three different projects:

- **Project #0 (Discover and Accelerate)** – this project will examine and assess acquisition options with the aim to engage industry as early as possible in the acquisition process. It will deliver viable technical High Level and Detailed Level Designs (HLD & DLD), operating models and transition plans. Project 0 will conclude with the selection of the Industry Service Integrator who will partner with the NCIA for the full implementation of the PBN Capability



through the subsequent Projects # 1 and 2. The Industry Service Integrator will be selected by means of an International Competitive Bidding based on best value, competitive dialogue methods.

- **Project #1 (Implement and Scale)** – this project will be delivered in multiple phases which will include a Prepare and Prove phase to deliver a pilot capability establishing the needed work to prepare initial migration of services and optimize design of cloud service; and Build & Scale phases which will aim at scaling to the Enterprise incrementally and retiring existing legacy networks.
- **Project #2 (COI Migration)** – this project will bring agility for PBN services by integrating emerging cloud technologies and features. It will also migrate eligible Community of Interest (COI) services and address obsolescence through transference to industry under continuous lifecycle management.



## Annex B – Distribution List

### NATO Delegations:

Albania	Greece	Poland
Belgium	Hungary	Portugal
Bulgaria	Iceland	Romania
Canada	Italy	Slovakia
Croatia	Latvia	Slovenia
Czech Republic	Lithuania	Spain
Denmark	Luxembourg	Sweden
Estonia	Montenegro	Türkiye
France	Netherlands	United Kingdom
Finland	North Macedonia	United States
Germany	Norway	

### Embassies in Brussels (Attn: Commercial Attaché):

Albania	Greece	Poland
Belgium	Hungary	Portugal
Bulgaria	Iceland	Romania
Canada	Italy	Slovakia
Croatia	Latvia	Slovenia
Czech Republic	Lithuania	Spain
Denmark	Luxembourg	Sweden
Estonia	Montenegro	Türkiye
France	Netherlands	United Kingdom
Finland	North Macedonia	United States
Germany	Norway	

### NCIA – All NATEXs





## Annex C – Contact details for national representatives (National Experts and Permanent Delegations available contacts)<sup>1</sup>

Country	Surname	Name	Email
Albania			<a href="mailto:mission.nato@mfa.gov.al">mission.nato@mfa.gov.al</a>
Belgium	GARCIA-VILAR	Isabel	<a href="mailto:Isabel.Garcia-Vilar2@ncia.nato.int">Isabel.Garcia-Vilar2@ncia.nato.int</a> ; <a href="mailto:isabel.garcia-vilar@diplobel.fed.be">isabel.garcia-vilar@diplobel.fed.be</a>
Bulgaria	TSVETKOVSKI	Daniel	<a href="mailto:d.tsvetkovski@armf.bg">d.tsvetkovski@armf.bg</a>
Canada	BAYATLI	Erjan	<a href="mailto:ErjanBurhan.Bayatli@ncia.nato.int">ErjanBurhan.Bayatli@ncia.nato.int</a>
Croatia	LOVRIC	Mario	<a href="mailto:M.Lovric@HQ.NATO.INT">M.Lovric@HQ.NATO.INT</a>
Czech Republic	VOJTEK	Oto	<a href="mailto:Oto.Vojtek@ncia.nato.int">Oto.Vojtek@ncia.nato.int</a>
Denmark	BEHRENS	Mikkel Nymann	<a href="mailto:DAMIREP-08@mil.dk">DAMIREP-08@mil.dk</a>
Estonia			<a href="mailto:delegationNATO@mfa.ee">delegationNATO@mfa.ee</a>
Finland			<a href="mailto:sanomat.NAE@gov.fi">sanomat.NAE@gov.fi</a>
France	SCHOUMACHER	Pierre-Emmanuel	<a href="mailto:Pierre-Emmanuel.Schoumacher@ncia.nato.int">Pierre-Emmanuel.Schoumacher@ncia.nato.int</a>
	DE SAN NICOLAS	Bruno	<a href="mailto:Bruno.DeSanNicolas@ncia.nato.int">Bruno.DeSanNicolas@ncia.nato.int</a>
Germany	HANTEL	Kai	<a href="mailto:Kai.Hantel@ncia.nato.int">Kai.Hantel@ncia.nato.int</a>
	NIKOLAUS	Christian	<a href="mailto:Christian.Nikolaus@ncia.nato.int">Christian.Nikolaus@ncia.nato.int</a>
Greece	PSATHAKIS	Kyriakos	<a href="mailto:Kyriakos.Psathakis@ncia.nato.int">Kyriakos.Psathakis@ncia.nato.int</a>
Hungary	GUBÁR	Attila	<a href="mailto:Attila.Gubar2@ncia.nato.int">Attila.Gubar2@ncia.nato.int</a>
Iceland			<a href="mailto:natodelegation@mfa.is">natodelegation@mfa.is</a> <a href="mailto:emb.brussels@mfa.is">emb.brussels@mfa.is</a>
Italy	ARTINI	Massimo	<a href="mailto:Massimo.Artini@ncia.nato.int">Massimo.Artini@ncia.nato.int</a>
	ROTELLA	Raffaele	<a href="mailto:is.natex@smd.difesa.it">is.natex@smd.difesa.it</a>
Latvia			<a href="mailto:delegation.nato@mfa.gov.lv">delegation.nato@mfa.gov.lv</a>

<sup>1</sup> Please note this list is non-exhaustive and can be subject to change at any time. This list comprises contacts available to NCIA as of 2 January 2025.



			<a href="mailto:embassy.belgium@mfa.gov.lv">embassy.belgium@mfa.gov.lv</a>
Lithuania			<a href="mailto:info@nato.mfa.lt">info@nato.mfa.lt</a>
			<a href="mailto:LithuanianDelegation.Mailbox@hq.nato.int">LithuanianDelegation.Mailbox@hq.nato.int</a>
Luxembourg			<a href="mailto:otan.rp@mae.etat.lu">otan.rp@mae.etat.lu</a>
Montenegro			<a href="mailto:office@montenegro-nato.be">office@montenegro-nato.be</a>
Netherlands			<a href="mailto:cmp@minezk.nl">cmp@minezk.nl</a>
North Macedonia	JURDANA	Smiljan	<a href="mailto:Smiljan.Jurdana@ncia.nato.int">Smiljan.Jurdana@ncia.nato.int</a>
Norway	APALVIK	Kjell Gunnar	<a href="mailto:Kjell-Gunnar.Apalvik@ncia.nato.int">Kjell-Gunnar.Apalvik@ncia.nato.int</a>
Poland	JAGUS	Jaroslav	<a href="mailto:Jaroslav.Jagus@ncia.nato.int">Jaroslav.Jagus@ncia.nato.int</a>
Portugal			<a href="mailto:delnato@mne.pt">delnato@mne.pt</a> <a href="mailto:cac.bel@ama.pt">cac.bel@ama.pt</a>
Romania	STOICA	Tiberiu-Fabritus	<a href="mailto:Tiberiu.Stoica@ncia.nato.int">Tiberiu.Stoica@ncia.nato.int</a>
Slovakia			<a href="mailto:nato.brussels@mzv.sk">nato.brussels@mzv.sk</a> <a href="mailto:emb.brussels@mzv.sk">emb.brussels@mzv.sk</a>
Slovenia			<a href="mailto:slomission.nato@gov.si">slomission.nato@gov.si</a> <a href="mailto:sloembassy.brussels@gov.si">sloembassy.brussels@gov.si</a>
Spain	CARO	José Díaz	<a href="mailto:CESTIC_licitacionOTAN@mde.es">CESTIC_licitacionOTAN@mde.es</a>
	GARRIDO	Juan	<a href="mailto:Juan.Garrido@ncia.nato.int">Juan.Garrido@ncia.nato.int</a>
Sweden			<a href="mailto:nato-representationen.bryssel@gov.se">nato-representationen.bryssel@gov.se</a> <a href="mailto:Funktionsbrevlada_certifikat@fmv.se">Funktionsbrevlada_certifikat@fmv.se</a>
Türkiye			<a href="mailto:tr-delegation.nato@mfa.gov.tr">tr-delegation.nato@mfa.gov.tr</a>
	ALP AKDOGAN	Cetin	<a href="mailto:alp.akdogan@mfa.gov.tr">alp.akdogan@mfa.gov.tr</a>
United Kingdom	WALKER	David	<a href="mailto:david.walker@fcdo.gov.uk">david.walker@fcdo.gov.uk</a>
	HAYWARD	Ben	<a href="mailto:ben.hayward@fcdo.gov.uk">ben.hayward@fcdo.gov.uk</a>
United States	SCHRAEDER III	Raymond	<a href="mailto:Raymond.Schraeder@ncia.nato.int">Raymond.Schraeder@ncia.nato.int</a>
	IRWIN	CHAD	<a href="mailto:Chad.Irwin@ncia.nato.int">Chad.Irwin@ncia.nato.int</a>
	NANKERVIS	JOHN	<a href="mailto:John.Nankervis@ncia.nato.int">John.Nankervis@ncia.nato.int</a>