

**NCI Academy**

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NCIA/ACAD/2021/10364
 12 March 2021

To : See Distribution
 Subject : **Invitation to submit NCI Academy 2022 training bids**

1. The COVID Pandemic continues to challenge NATO but we expect things to normalize in time for the 2022 academic year. To that end, we request that your organization consider its 2022 training needs. This letter provides guidance on how to request training from the NCI Academy in order to prepare for the 2022 academic year. I take this opportunity to remind you that training delivery by the NCI Academy is fully customer funded, as per terms and conditions agreed to by customers in the Service Support Training Package (SST). For those customers who are not familiar with the SST process, a comprehensive overview of how to do business with the NCI Academy can be found at www.ncia.nato.int/training, along with the NCI Academy C4ISR & Cyber Training Catalogue.
2. We have recently completed an in-depth review of the C4ISR & Cyber Training Catalogue and course pricing. The revised catalogue will be published in April 2021 but we are releasing this bidding letter early to provide you with advanced pricing information for your 2022 training budget submission. In the meantime, the 2021 catalogue is still available at www.ncia.nato.int/training to assist with the bidding process.
3. Despite the challenges in 2020, we gained sufficient data to further mature our course pricing. Adjustments have been driven by a number of factors including: student feedback proposing changes in course length or additional staff members to be available in the classroom during certain activities; changes to instructor grades or changes from civilian to military (or vice-versa); and the inclusion of costs directly related to training delivery into the course prices.
4. It is important to note that, as with all NCI Agency services, there are decisions still to be taken in 2021, which may have an impact on our 2022 course prices. For example, our prices are based on the NCI Agency customer rates, which is still subject to approval by the nations and we are in the process of rebidding our commercial training contract, which may also have an impact on our course prices. The attached course prices should therefore be seen as indicative, for budgeting only and we will continue to provide updates as information becomes available. The approved prices will be included in the final SSTs, which will be sent to you for signature later this year.



NATO Communications
 and Information Agency
 Agence OTAN d'information
 et de communication
 Avenue du Bourget 140
 1110 Brussels, Belgium
www.ncia.nato.int

5. Following the successful evolution of the bidding process in 2020, we will once again use a pre-configured spreadsheet, which automatically calculates your Rough Order of Magnitude (ROM) costs and ask you to define your requirements per quarter. A separate tab has been provided for our customers in North America to take account of the higher travel cost for courses delivered at customer locations in that region.
6. For this year, we have introduced a further refinement of the process and request that customers submit their 2022 training requirements under cover of a Customer Request Form (CRF). This will enable us to start the SST drafting much earlier, with the expectation that most SSTs will be signed by 1 November 2021.
7. We appreciate that some customers face staffing challenges later in the year or may not be able to sign their SSTs until their budget is approved, which may only happen in the year of execution. To mitigate against these exceptional circumstances, we request that customers who foresee this situation provide a Letter of Intent (LoI) and justification by 1 November 2021, or, at the latest, a minimum of 8 weeks prior to the start of any training to which the LoI relates. A LoI is a commitment to pay for the SST Management Costs and any training (up to a certain value), which may be delivered in advance of the SST signature. A LoI is also a commitment to sign the SST Package by no later than a specific date (the Commitment Date).
8. These adaptations to the bidding process will allow us to finalise the course plan and start training delivery immediately in January 2022 for all customers with signed SSTs or LoIs. The full 2021 Annual Cycle (planning for 2022) is at Annex A and further guidance on Letters of Intent is at Annex B.
9. **CRFs with completed spreadsheets should be returned to demand.management@ncia.nato.int with copy to training@ncia.nato.int by 1 June 2021.** Note that the NCI Agency may require further authorization from the Agency Supervisory Board before providing training services to some non-NATO customers.
10. Additionally, this year we seek your feedback to help us prioritise our resources and target the pipeline courses that have most customer interest. An additional tab has been added to the bidding spreadsheet with some of our pipeline courses and a short description. Although we do not have pricing information at this stage, you are invited to give us an indication of your potential interest, should the course become available for delivery.
11. Another line of development that has accelerated during the COVID pandemic is the NCI Academy Digitisation Programme to increase the number of courses that can be delivered remotely. Again, we would be grateful for your feedback to help us prioritise. We have added a column in the bidding spreadsheet where you can indicate any courses you would like to see prioritised for remote delivery.
12. Having provided on-line engagement opportunities in 2020, we look forward to a return to normality in 2022 and discussing your training requirements and other topics with your training coordinators in person at the NCI Agency's 5th Academy Conference (previously



E&T Conference). The Conference is currently scheduled for October 2021 in Oeiras, Portugal. We expect confirmation of dates, invitations and registration details to be available as of June 2021 and hope to be able to welcome you in person and to thank you for your patronage.

13. Finally, I take this opportunity to send my best wishes to you, your organisation and your families during these difficult times.

Dr Garry Hargreaves

NCI Academy Director

**Distribution****ACTION****EXTERNAL**

MINISTRY OF DEFENCE ALBANIA
MINISTRY OF DEFENCE BELGIUM
MINISTRY OF DEFENCE BULGARIA
MINISTRY OF DEFENCE CANADA
MINISTRY OF DEFENCE CROATIA
MINISTRY OF DEFENCE CZECH REPUBLIC
MINISTRY OF DEFENCE DENMARK
MINISTRY OF DEFENCE ESTONIA
MINISTRY OF DEFENCE FRANCE
MINISTRY OF DEFENCE GERMANY
MINISTRY OF DEFENCE GREECE
MINISTRY OF DEFENCE HUNGARY
MINISTRY OF FOREIGN AFFAIR ICELAND
MINISTRY OF DEFENCE ITALY
MINISTRY OF DEFENCE LATVIA
MINISTRY OF DEFENCE LITHUANIA
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MINISTRY OF DEFENCE NORTH MACEDONIA
MINISTRY OF DEFENCE MONTENEGRO
MINISTRY OF DEFENCE NETHERLANDS
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MINISTRY OF DEFENCE ROMANIA
MINISTRY OF DEFENCE SLOVAKIA
MINISTRY OF DEFENCE SLOVENIA
MINISTRY OF DEFENCE SPAIN
MINISTRY OF DEFENCE TURKEY
MINISTRY OF DEFENCE UNITED KINGDOM
HQ UNITED STATES AIR FORCE IN EUROPE (USAFE)
HQ UNITED STATES ARMY EUROPE (USAREUR)
HQ UNITED STATES NAVAL FORCES EUROPE (NAVEUR)
HQ UNITED STATES STRATEGIC COMMAND (USSTRATCOM)
MINISTRY OF DEFENCE AUSTRIA
MINISTRY OF DEFENCE FINLAND
MINISTRY OF DEFENCE SWEDEN
MINISTRY OF DEFENCE SWITZERLAND
MILITARY PARTNERSHIP DIVISION SHAPE (SHAPE MPD)
NATO HQ INTERNATIONAL STAFF
NATO HQ INTERNATIONAL MILITARY STAFF (IMS)

NATO HEADQUARTERS CONSULTATION, COMMAND AND CONTROL STAFF (NHQ3CS)
HQ ALLIED COMMAND OPERATIONS (ACO)
JOINT FORCE COMMAND BRUNSSUM (JFCBS)
JOINT FORCE COMMAND NAPLES (JFCNP)
JOINT FORCE COMMAND NORFOLK (JFCNF)
HQ ALLIED LAND COMMAND IZMIR (LANDCOM)
HQ ALLIED MARITIME COMMAND NORTHWOOD (MARCOM)
HQ ALLIED AIR COMMAND RAMSTEIN (AIRCOM)
COMBINED AIR OPERATION CENTRE TORREJON (CAOC)
COMBINED AIR OPERATION CENTRE UEDEM (CAOC)
DEPLOYABLE AIR COMMAND & CONTROL CENTRE (DACCC)
NATO CIS GROUP (NCISG)
JOINT SUPPORT AND ENABLING COMMAND ULM (JSEC)
STATIC JOINT LOGISTIC SUPPORT GROUP (SJLSG)
HQ SUPREME ALLIED COMMAND TRANSFORMATION (HQ SACT)
HQ ACT STAFF ELEMENT EUROPE (SACT-SEE)
JOINT ANALYSIS & LESSON LEARNED CENTRE (JALLC)
JOINT FORCE TRAINING CENTER (JFTC)
JOINT WARFARE CENTRE (JWC)
AIR FORWARD OPERATING BASES AKTION (FOB)
AIR FORWARD OPERATING BASES KONYA (FOB)
AIR FORWARD OPERATING BASES TRAPANI (FOB)
AIR FORWARD OPERATING LOCATION OERLAND (FOL)
ALLIANCE GROUND SURVEILLANCE (AGS)
CENTRE OF EXCELLENCE - CIVIL MILITARY CO-OPERATION (COE CMC)
CENTRE OF EXCELLENCE - COMMAND & CONTROL (COE C2)
CENTRE OF EXCELLENCE - COOPERATIVE CYBER DEFENCE (COE CCD)
CENTRE OF EXCELLENCE - COUNTER IMPROVISED EXPLOSIVE DEVICES (CEO CIED)
CENTRE OF EXCELLENCE - COUNTER INTELLIGENCE (CEO CI)
CENTRE OF EXCELLENCE - ENERGY SECURITY (CEO ENSEC)
CENTRE OF EXCELLENCE - EXPLOSIVE ORDNANCE DIPOSAL (COE EOD)
CENTRE OF EXCELLENCE - HUMAN INTELLIGENCE (COE HI)
CENTRE OF EXCELLENCE – INTEGRATED AIR AND MISSILE DEFENCE (COE IAMD)
CENTRE OF EXCELLENCE - JOINT AIR POWER COMPETENCE CENTRE (COE JAPCC)
CENTRE OF EXCELLENCE - MILITARY ENGINEERING (CEO MILENG)
CENTRE OF EXCELLENCE - MILITARY MEDICINE (COE MILMED)
CENTRE OF EXCELLENCE - MILITARY POLICE (CEO MP)
CENTRE OF EXCELLENCE - NATO INTELLIGENCE FUSION CENTRE (COE NIFC)
CENTRE OF EXCELLENCE - STABILITY POLICING (CEO SP)
CENTRE OF EXCELLENCE - AIR OPERATIONS (COE AO)
DANISH EMERGENCY MANAGEMENT AGENCY (DEMA)
EUROPEAN GENDARMERIE FORCE (EGF/EUROGENDFOR)
EUROPEAN UNION MILITARY STAFF (EUMS)
HQ 1 GE/NL CORPS (GNC)
HQ ALLIED RAPID REACTION CORPS (ARRC)
HQ EUROCORPS



HQ FRENCH RAPID REACTION CORPS (RRC FRA)
 HQ KOSOVO FORCE (KFOR)
 HQ MULTINATIONAL CORPS NORTH-EAST (MNC NE)
 HQ MULTINATIONAL DIVISION NORTH-EAST (MND-NE)
 HQ MULTINATIONAL DIVISION SOUTH-EAST (MND -SE)
 HQ NATO FORCE INTEGRATION UNIT (NFIU) BULGARIA
 HQ NATO FORCE INTEGRATION UNIT (NFIU) ESTONIA
 HQ NATO FORCE INTEGRATION UNIT (NFIU) HUNGARY
 HQ NATO FORCE INTEGRATION UNIT (NFIU) LATVIA
 HQ NATO FORCE INTEGRATION UNIT (NFIU) LITHUANIA
 HQ NATO FORCE INTEGRATION UNIT (NFIU) POLAND
 HQ NATO FORCE INTEGRATION UNIT (NFIU) ROMANIA
 HQ NATO FORCE INTEGRATION UNIT (NFIU) SLOVAKIA
 HQ NATO SPECIAL OPERATIONS (NSHQ)
 HQ NAVAL STRIKING AND SUPPORT FORCES NATO (COMSTRIKFORNATO)
 HQ RESOLUTE SUPPORT MISSION(HQRSM)
 HQ SARAJEVO (NHQSa)
 HQ SKOPJE (NHQSk)
 HQ SOUTH-EAST EUROPE BRIGADE (SEEBRIG)
 JOINT ELECTRONIC WARFARE CORE STAFF (JEWCS)
 MOVEMENT COORDINATION CENTRE EUROPE (MCCE)
 MULTINATIONAL CIMIC GROUP
 MULTINATIONAL JOINT HQ ULM (MN JHQ ULM)
 NATO ADVISORY AND LIAISON TEAM (NALT)
 NATO AIRBORNE EARLY WARNING & CONTROL FORCE COMMAND (NAEW&C)
 NATO AIRBORNE EARLY WARNING & CONTROL PROGRAMME MANAGEMENT AGENCY (NAPMA)
 NATO AIRLIFT MANAGEMENT PROGRAMME (NAMP)
 NATO ALLIANCE GROUND SURVEILLANCE MANAGEMENT AGENCY (NAGSMA)
 NATO DEFENCE COLLEGE (NDC)
 NATO EUROFIGHTER AND TORNADO MANAGEMENT AGENCY (NETMA)
 NATO HELICOPTER MANAGEMENT AGENCY (NAHEMA)
 NATO RAPID DEPLOYABLE CORPS GREECE (NRDC-GRC)
 NATO RAPID DEPLOYABLE CORPS ITALY (NRDC-ITA)
 NATO RAPID DEPLOYABLE CORPS SPAIN (NRDC-ESP)
 NATO RAPID DEPLOYABLE CORPS TURKEY (NRDC-TUR)
 NATO SCHOOL OBERAMMERGAU (NSO)
 NATO SCIENCE AND TECHNOLOGY ORGANIZATION (NATO STO)
 NATO SOF SCHOOL (NSOS)
 NATO SUPPORT AGENCY (NSPA)
 ALL REGISTERED TRAINING COORDINATORS (VIA NCI ACADEMY NEWSLETTER)

INTERNAL NCI AGENCY STAFF TRAINING SECTION

INFO



EXTERNAL

SHAPE DCOS CIS & CYBER DEFENCE DIVISION (CCD)
SHAPE FINANCE AND ACQUISITION MANAGEMENT (FINAC)
SHAPE J2/J3/J4/J5 (as OPERATIONAL COURSE SPONSORS)
SHAPE COMPREHENSIVE CRISIS AND OPERATIONS MANAGEMENT CENTRE (CCOMC)
SHAPE J6 SERVICE MANAGEMENT BRANCH (SMB)
1ST NATO SIGNAL BATTALION
2ND NATO SIGNAL BATTALION
3RD NATO SIGNAL BATTALION

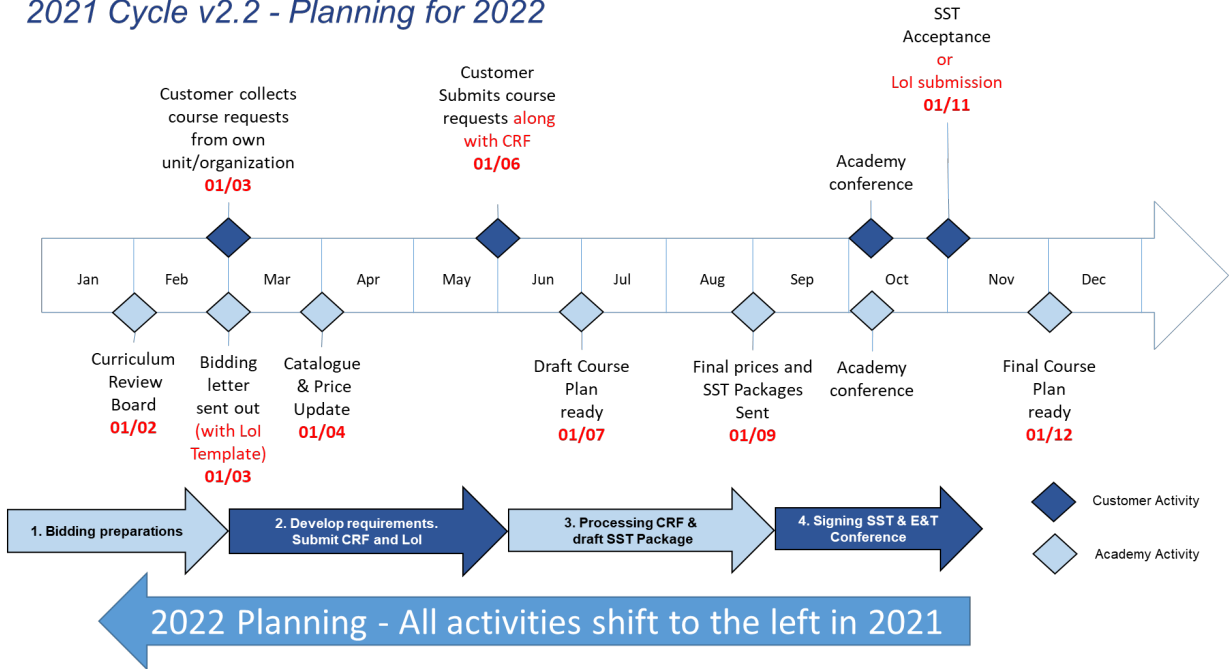
INTERNAL

CHIEF OPERATING OFFICE



Annex A

2021 Cycle v2.2 - Planning for 2022



Annex B

GENERAL GUIDANCE ON LETTERS OF INTENT (Lols)

1. The NCI Agency is bound by the NATO Customer Funding Regulatory Framework and we need a formal agreement before any services may be delivered. We appreciate that some customers encounter staffing challenges later in the year or may not be able to sign their SSTs until their budget is approved, which may only happen in the year of execution. To mitigate against these exceptional circumstances and to facilitate a smooth start to the training year, the NCI Agency is willing to deliver training services for a limited period if a customer has given a clear indication of their intent to sign their SST in due course through the provision of a Lol.
2. A Lol is a commitment to pay for the SST Management Costs and any training (up to a certain value), which may be delivered in advance of the SST signature. A Lol is also a commitment to sign the SST Package by no later than a specific date (the Commitment Date).
3. Lols are to be submitted to the NCI Agency a minimum of 8 weeks prior to the start of any scheduled training to which they relate. On receipt of a Lol, mobile training team delivery at customer sites (MTTs) will be coordinated, seats will be enrolled, students will be confirmed and training will be delivered (including MTTs) up to the Commitment Date. Training will only be delivered up to the value of the financial commitment in the Lol (minus the Management Cost). Until the SST is signed, training will be arranged and delivered through mutual collaboration with the NCI Academy, following the general principals outlined in the latest version of NCI Academy Catalogue of C4ISR and Cyber at www.ncia.nato.int/training.
4. MTTs will also be coordinated, seats reserved and students confirmed for a further 6 weeks after the Commitment Date. If, however, the SST is not signed by the Commitment Date, these additional MTTs, reserved seats or enrolled students will be automatically cancelled on the day following the Commitment Date. Further rescheduling of any cancelled seats/students or cancelled MTTs will only take place after SST signature.
5. Lols are automatically cancelled on signature of their related SST and expire upon the Commitment Date.
6. This arrangement applies only to SSTs. Training delivered through other funding sources such as the AMDC2 Programme of Work or the NST C&I Partnership have their own arrangements.

2022 FIRST QUARTER TRAINING - GUIDANCE ON LETTERS OF INTENT (LOIs)

7. If a Lol is required for 2022 training delivery, it is to be submitted to the NCI Agency by 1 November 2021, or at the latest, a minimum of 8 weeks prior to the start of any training to which the Lol relates.



8. For 2022 first quarter training, the NCI Agency will accept Lols with a Commitment Date no later than 31 March 2022. In this case, MTTs will be coordinated, students will be confirmed and training will be delivered (including MTTs) up to 31 March 2022 within value of the financial commitment (minus the Management Cost).
9. Additionally, MTTs will be coordinated, seats reserved and students enrolled and confirmed up to 13 May 2022. If, however, the SST is not signed by 31 March, these additional MTTs, reserved seats and enrolled/confirmed students will be automatically cancelled on 1 April. Further rescheduling of any cancelled MTTs or students will only take place after SST signature.



EXAMPLE TEXT OF A LOI

Subject: Letter of Intent for the 2022 NCIA Service Support Training Package for ¹

References:

A. NCIA Service Support Training Package Reference ²:

1. The purpose of this letter is to notify the NATO Communications and Information Agency of ³ intention to sign our 2022 NCIA Service Support Training Package at Reference A, by ⁴. We understand that failure to sign our SST does not absolve us of the requirement to pay the Management Cost and any training that has already been delivered.

2 The commitment at this time is up to the value ⁵ Euros, which also includes the 5,000.00 Euro Management Cost.

3. We understand that, until the SST is signed, training will be arranged and delivered through mutual collaboration with the NCI Academy, following the general principals outlined in the latest version of NCI Academy Catalogue of C4ISR and Cyber at www.ncia.nato.int/training.

4. The Point of Contact for this activity is ⁶.

Notes:

¹ Insert your nation/unit.

² If you have already received your SST then insert the SST reference exactly as it appears in the document. If you have not yet received your SST, then contact the NCI Academy at training@ncia.nato.int for an appropriate reference.

³ Insert your nation/unit again.

⁴ Insert your Commitment Date. This the date by which your SST will be signed. For 2022 first quarter Lols, this should be no later than 31 March 2022.

⁵ Insert the full amount of your SST or a lesser amount to cover your anticipated training until your Commitment Date, including the €5,000.00 Management Cost.

⁶ Name, email and phone number.