

Notification of Intent to Invite Bids

Method: International Competitive Bidding (ICB)

Provision of Augmentation SATCOM Services NCI Agency Reference #: IFB-CO-424244-SATCOM

Estimated Amount: 8,071,406 EUR yearly for a period of 5 years +
15,497,882 for service commissioning, testing,
training and provisioning of relevant hardware¹

NOI Closing Date: 28 November 2025

Solicitation Release Date: Anticipated on 1 January 2026

Solicitation Closing Date: Anticipated on 26 March 2026

Contract Award Date: Anticipated on 30 June 2026

Competition Type: ICB Best Value

The NCI Agency hereby notifies the NATO Nations of its intent to invite bids to establish a pre-competed contractual framework, serving as the preferred vehicle for the provision of various categories of commercial Augmentation SATCOM Services on an “as needed” basis. Prepositioning of such a framework will support expedient commencing of COMSATCOM service delivery in response to emergent operational requirements by elimination of a need of multiple ad hoc and overly time-consuming procurements.

****Neo eProcurement Registration****

Attention Suppliers,

The NCI Agency 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.

NCI Agency Point of Contact

Viktorija Navikaitė, Senior Contracting Officer

Email: MS-424244-P7SATCOM@ncia.nato.int

¹ This estimate represents one potential user group only as of year 2028, pending scope and funding authorization. Other user groups may be confirmed throughout the period of performance of the future contract.

To : Distribution List

Subject : **Notification of Intent to Invite Bids for Provision of Augmentation SATCOM Services**

References :

- A.** AC/4-D/2261 (1996 Edition), NSIP Procedures for International Competitive Bidding
- B.** AC/4-D(2008)0002-REV2, Investment Committee for Procedures and Practices for Conducting NSIP International Competitive Bidding Using Best Value Evaluation Methodology
- C.** NATO Investment Committee Decision Sheet, AC/4-DS(2025)0028
- D.** NATO Investment Committee Decision Sheet, AC/4-DS(2025)0037 (Draft)
- E.** NCIA Market Survey NCIA/ACQ/2025/06835 dated 14 May 2025

-
1. In accordance with References A through D, the NCI Agency, as the Host Nation responsible to implement the project in subject, hereby gives notice of its intent (NOI) to issue an Invitation for Bid (IFB) for Provision of Augmentation SATCOM Services, hereafter referred to as the "Project".
 2. A high-level summary of the Project's technical requirements is set forth in Annex A hereto. These requirements are being refined and will be included in further details as part of the IFB.
 3. The reference for this Project is IFB-CO-424244-SATCOM, and all correspondence concerning this NOI and subsequent IFB should reference this number.
 4. Funding obligation shall occur at the time an order is placed against the IDIQ contract.
 5. The NCI Agency plans to issue an IFB using the International Competitive Bidding (ICB) Procedure for Best Value (BV) evaluations. The successful bid(s) for this Project, pursuant to the IFB following this NOI, will be the bid(s) that offers the best value in accordance with predefined evaluation criteria prescribed in the IFB. The top-level criteria weighting will be 70% Technical and 30% Price. Single or multiple Indefinite Delivery, Indefinite Quantity (IDIQ) contracts are planned for the entire scope of work.
 6. The NCI Agency will apply optional preliminary bidding procedure: Request for Bidder Views (RFBV), per Annex II of AC/4-D/2261-ADD1. The RFBV will be issued upon closure date of NOI and prior to the IFB issuance. The RFBV will provide the eligible firms with a comprehensive insight into the technical factors, criteria and/or problems which they should consider - as a minimum - in preparing their initial response. It will also indicate the basis on which preliminary discussions with potential bidders will be conducted and also that on which evaluation of their final technical proposals will be carried out. This will help to ensure that all eligible firms solicited have a common understanding of the requirement and of the way in which the NCI Agency intends to conduct the preliminary round of discussions and handle the final evaluation of bids.

7. In addition to RFBV, the NCI Agency intends inviting the interested companies to a **pre-competitive SATCOM workshop** planned to be held in Brussels early December 2025 (hybrid event). The Calling Notice to such a workshop will be provided in due time.
8. Eligibility to participate in the subsequent IFB is declared by national authorities. Hence, qualified and certified companies interested in receiving the IFB for this Project are hereby requested to provide a Declaration of Eligibility (DoE), sent by their Delegation/Mission to NATO to the NCI Agency contracting authority not later than 28 November 2025, which is 35 calendar days after the date of this letter.
 - a. In addition to the certification of the company's security clearances required under this NOI, the DoE should include the following information for each of the nominated companies:
 - Company name
 - Company address
 - Point of Contact (PoC)
 - PoC email address
 - PoC telephone number
 - b. This information is critical to enable prompt and accurate communication with prospective bidders and should be sent electronically to MS-424244-P7SATCOM@ncia.nato.int.
9. In order to maximize competition the NCI Agency may, at its discretion, accept nominations after the deadline, so long as the IFB has not been issued. The NCI Agency may even accept, at its discretion, nominations after the IFB has been issued under the condition that such late nomination will not be used as the basis to request an extension to the bid closing date.
10. Requests for participation in this competition received directly from individual companies will not be considered.
11. Annex C provides the list of responders to the Market Survey under Reference E. Such list does not represent a Prospective Bidders list, and is added solely as a reference for the Nations when advertising the subject opportunity to its industrial base.
12. Bidders will be required to declare a bid validity of 12 months from bid closing date. Should the selection and award procedure exceed the bid closing date by more than 12 months, companies will be requested to voluntarily extend the validity of their bids accordingly. Bidders may decline to do so, withdraw their bid and excuse themselves from the bidding process without penalty.
13. National authorities are advised that the IFB package is anticipated to be NATO UNCLASSIFIED. However, the IFB and the contractual documents could contain references to other NATO documents classified as NATO RESTRICTED.
14. The successful bidder will be required to handle and store classified information up to the level of NATO RESTRICTED. In addition, future contractor personnel will be required to work

unescorted in Class II Security areas. Therefore, access can only be permitted to cleared individuals. Only companies maintaining such cleared facilities and the appropriate personnel clearances will be able to perform the resulting contract.

15. The NCI Agency reserves the right to cancel, suspend, or withdraw this NOI at its own discretion and at any time. The NCI Agency is not liable for any expenses incurred by companies in conjunction with their responses to this NOI and such responses shall not be regarded as a commitment of any kind concerning future procurement of the items or services described herein.
16. Your assistance in this procurement is greatly appreciated.

For the Chief of Acquisition:

[Original Signed By]

Viktorija Navikaite
Senior Contracting Officer

**Viktorija
Navikaite**
Digitally signed by
Viktorija Navikaite
Date: 2025.10.24
15:57:53 +02'00'

Annexes:

- A. Summary of Requirements
- B. Distribution List
- C. List of Responders to the Market Survey

Annex A – Summary of Requirements

Project No. 2023/0CM03107, CP 9A0130

1. Project Objective

This project will provide a pre-competed contractual framework, composed of one or multiple Indefinite Delivery Indefinite Quantity (IDIQ) contracts, to provide NATO with all types of SATCOM commercial services, ranging from commercial capacity, to very simple solutions such as SATCOM telephony to complete turnkey solutions that can support a HQ (on Land or at Sea).

2. Scope of Work

Provision of Commercial SATCOM (COMSATCOM) services to enhance and augment existing and evolving NATO SATCOM capabilities. Such Augmentation Services will fulfil specific capacity requirements, raised by NCIA customers, in accordance with pre-arranged contract established to deliver services through a Service Catalogue. These services will rely on any frequency band, commercial or military (the latter, if available through commercial suppliers). COMSATCOM services involving supplier-managed assets will include space segment provision, supply and logistics support of ground terminal equipment, with their operation being undertaken by NATO users. These services shall be standardised with associated performance-based Service Level Agreements (SLAs), covering anchoring, terrestrial backhaul connectivity, service management, and training, as applicable. The future contractor will maintain and update the portfolio, throughout the contract period, in order to incorporate emergent services as they become available, to enhance resilience, operational performance and affordability.

3. Period of Performance

The Period of Performance is anticipated to start in July 2026 and end in December 3031, with 3 optional 1-year extensions. It is important to note that this timeline represents the anticipated duration of the Project, and adjustments may be made as per the requirements of the solicitation process and subsequent contractual agreement.

4. COMSATCOM Service Profiles

a. Transponded Capacity Profile

For any satellite capacity provided under this profile, the assigned Effective Isotropic Radiated Power (EIRP) and the bandwidth on the transponder will be requested and will be managed by NCIA. These resources will be used with NATO-owned and operated ground segment hardware. Each service request will be placed following NATO's assessment of the specific operational requirements and their translation to satellite resources and geographical coverage areas. The goal is to ensure optimal performance and resource utilization tailored to operational needs. This profile will provide satellite bandwidth and power only, and the frequency bands can be either of the below:

- C band (4-8 GHz), Ku band (12-18 GHz), K band (18-27 GHz), Ka band (27-40 GHz);

- UHF 300 MHz – 1 GHz, X band 7.25 GHz-12 GHz, EHF 30-300 GHz, (if commercially available);
- Optical band (if suitable for the intended use case and commercially available).

b. Managed Transponded Capacity Profile

Each service under this profile will be requested based on specific operational requirements (e.g. number of nodes, network topology, data rates). The service request will cover management requirements such as monitoring, troubleshooting or capacity planning services. The future contractor will be responsible of translating those requirements to a specific allocation and configuration of the selected satellite resources, including the choice of coverage beams. These resources will be used and shall be compatible with the NATO-owned and operated ground segment hardware. That hardware will be listed in the service request.

Under this service profile, the following aspects are considered relevant:

- The approach to allocating bandwidth to the terminals (Static/Dynamic);
- Their anchoring and the solution to backhaul the traffic to the NATO Core Nodes, using terrestrial bearers;
- The provision of Virtual Network Operator (VNO) services, giving NATO full control of the assigned satellite resources to serve a given population of ground terminals, using a virtual share of the management capability of the contractor.

c. Simple Subscription Services Profile

This profile will provide commercial subscription services, which will streamline the process by providing pre-packaged, ready-to-go solutions. Each service will be tailored based on specific requirements such as ease of access, service quality, scalability, user management or support. This profile will include services such as voice, data, Blue Force Tracking (BFT), among others. Anchoring and connectivity to NATO Core network and VNO will be provided within this profile as well.

Terminals, SIM cards, and other ancillary equipment can be leased or purchased depending on the duration of the services required. This approach ensures that users have access to the necessary communication tools and resources tailored to their needs and timeframes, regarding utilization of SATCOM capabilities.

Simple subscription may require services that can be initiated with minimal notice and implementation process.

d. Bespoke Turnkey Solutions Profile

Within this profile, the contractor will deploy terminals and necessary space segment capacity, allowing the connectivity for terminals and related NATO Deployable CIS Detachments (NDD) or any other deployable or mobile CIS capabilities operated by NATO forces.

The anchoring will also be provided by the contractor including terrestrial backhaul services toward the NATO Core network (the anchoring should occur in NATO territory). This profile will provide bespoke turnkey solution that can support user groups ranging from very small

(5 Users) up to a large HQ-sized unit with 125 users.

- For services that are globally distributed due to their architecture, such as Low Earth Orbit (LEO), the contractor needs to create a private network for NATO use if necessary.
- The capacity of the COMSATCOM turnkey solution will be sufficient to meet the requirements of the connected users.
- If required by NATO, the contractor will provide the workforce for the operation, management and maintenance of the terminals.
- If the ground terminals are to be operated by NATO, the contractor will provide training to the users.

All or part of the required SATCOM bandwidth and power, terminals, transmission planning, anchoring, terrestrial backhaul connectivity to the NATO core network, training, network management and control capabilities, O&M and other ground support needed, will become part of the turnkey solution, and thus be under the management responsibility of the contractor. In this architecture, the contractor will have the all responsibilities over Space Segment management, such as spectrum and frequencies allocations, coordination, administration, interference management, and equivalent responsibilities.

5. Technical Constraints

This project anticipates utilising commercially available SATCOM products and services. Product development is not anticipated within the scope of this service contract. Solutions should be based upon existing hardware and software suitable of fulfilling specified performance and functional requirements. Any proposed development activities should be clearly justified and identified as optional. In any case, any solutions involving transport or handling of NATO information flows shall meet all applicable NATO Cyber Security directives.

6. Service Assurance and Delivery

Services delivered under this contract will include, but will not be limited to:

- a. Provision and maintenance of a Service Catalogue, containing a portfolio of pre-defined services under each of the three service profiles described above, priced per unit, with pre-agreed key performance indicators and readiness periods;
- b. Provision of ancillary services, encompassing but not limited to frequency management, anchoring, and terrestrial backhaul connectivity, as part of any end-to-end managed service delivery;
- c. Terminal equipment on lease with readiness schedule including logistics support, and maintenance;
- d. Documentation and completion Test & Integration activities, for any solution provided under the subscription profile or the turnkey solution profile, where applicable;
- e. Provision of service management tools for network management/monitoring, if required;
- f. Regular monthly reporting, escalation process;
- g. 24x7x365 support desk, supported by trouble ticketing;

- h. Field Support Services, as agreed;
- i. Training/Certification on supplied equipment to NATO personnel (where appropriate).

Annex B – Distribution List

NATO Delegations:

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

NCI Agency – All NATEXs

Annex C – List of Responders to the Market Survey

Country	Vendor
BULGARIA	EnduroSat
FRANCE	Airbus Defence and Space
FRANCE	ATMOSPHERE, Systèmes et Services
FRANCE	THALES SIX GTS FRANCE SAS
GERMANY	Stellar PCS GmbH
GERMANY	Rivada Space Networks GmbH
ITALY	Telespazio
LUXEMBOURG	SES Space and Defence
LUXEMBOURG	LuxGovSat S.A.
NETHERLANDS	Network Innovations B.V.
NETHERLANDS	SIMAC ELECTRONICS B.V.
NETHERLANDS	KSC Satcom B.V.
NORWAY	Marlink AS
SPAIN	hisdeSAT
SWEDEN	Ovzon
TÜRKİYE	Pals Elektronik Sanayi ve Ticaret A.S.
TÜRKİYE	CTech Information Technologies Ltd
UNITED KINGDOM	Deloitte LLP
UNITED KINGDOM	TELEDYNE UK Ltd
UNITED KINGDOM	Global RadioData Communications Ltd
UNITED STATES	MTN SAT
UNITED STATES	Viasat
UNITED STATES	Intelsat Government Solutions
UNITED STATES	Artel, LLC
UNITED STATES	TELESAT LEO Inc.
UNITED STATES	Space Exploration Technologies Corp. (SpaceX)
UNITED STATES	Boeing
UNITED STATES	AscendArc