

Request for Bidder Views

Method: International Competitive Bidding (ICB)

Advanced SATCOM Network Management Capability (ASNMC)

NCI Agency Reference #: IFB-CO-422181-ASNMC

Estimated Amount to include O&M: 19,835,514 EUR (INV) + 3,953,028 EUR (O&M)

RFBV Closing Date: 17 December 2025

Solicitation Release Date: Anticipated on 16 January 2026

Solicitation Closing Date: Anticipated on 10 April 2026

Contract Award Date: Anticipated on 29 May 2026

Competition Type: ICB Best Value

*****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: IFB-CO-422181-ASNMC@ncia.nato.int

To : Distribution List, Nominated Prospective Bidders

Subject : **Notification of Intent to Invite Bids for Advanced SATCOM Network Management Capability (ASNMC)**

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)0004
- D.** Notification of Intent letter No. NCIA/ACQ/2025/06658 dated 21 March 2025

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1. With letter under Reference D, the NCI Agency, as the Host Nation responsible to implement the project in subject, gave notice of its intent (NOI) to issue an Invitation for Bid (IFB) for Advanced SATCOM Network Management Capability (ASNMC), hereafter referred to as the "Project".
 2. In response to such a notification, your firm has been nominated by your National Delegation/Mission to NATO as qualified to be placed on the Prospective Bidders List.
 3. The current list of the Prospective Bidders nominated by the national authorities to the date of this letter is enclosed under Annex D.
 4. Attached herewith is a Request for Bidder Views (RFBV), which is presented in the form of a draft of the Prospective IFB to be formally released at a later date. The RFBV is a preliminary step in the solicitation process that is designed to allow for industry comment prior to the issuance of a formal IFB document.
 5. Within the draft IFB, **Book I** presents general and project-specific Bidding Information, including instructions for bid preparation, and a full description of the Purchaser's proposed price and technical evaluation procedures and criteria. **Book II** presents a draft of the Prospective Contract, including the legal terms and conditions and the Statement of Work. You are advised that these documents are in draft form, and therefore are not entirely complete or final.
 6. The security classification of this draft IFB is NATO UNCLASSIFIED. This draft IFB remains the property of the NCIA and shall be protected in accordance with the applicable national security regulations. In accordance with the NATO Management of Non-Classified NATO Information policy (*internal NATO reference: C-M(2002)60*), this draft IFB shall not be published on the internet.

7. In accordance with Annex II to the governing document under Reference A, Prospective Bidders are invited to provide their comments and views on any aspect of the Prospective IFB that is of interest. After consideration of these views, the draft documents may be amended to form the final IFB.
8. Prospective Bidders are free to provide comments in whatever depth they so choose, or may decline to participate in this part of the solicitation process without prejudice for the future submission of a Bid in response to the IFB.
9. The NCI Agency, however, would welcome indications from respondents as to:
 - a. The content of the proposed contract scope of work and the clarity of the requirements therein;
 - b. The content of the contract deliverables and the concept of a contractor proposed format for some deliverables;
 - c. The incremental delivery approach and the related delivery schedule for contract deliverables;
 - d. The feasibility of the requirements and solutions of the prospective contract;
 - e. The proposed contract type and the payment plan;
 - f. The terms and conditions of the prospective contract;
 - g. The instructions for the preparation and submission of bids;
 - h. The proposal evaluation mechanism and the award approach;
 - i. The adequacy of the current authorised funding (19,835,514 EUR (INV) + 3,953,028 EUR (O&M)) to cover the price for the required scope;
 - j. The various areas provided in Annex A.
10. Areas in which the NCI Agency is especially interested in receiving Prospective Bidders' Views are described in Annex A to this letter.
11. Prospective Bidders are informed that, at this stage, no pricing information or detailed technical proposals are to be submitted. Responses will be treated as information only. NCI Agency does not intend to award a Contract on the basis of this survey or to otherwise pay or provide any other type of consideration, in any form, for the information feedback received.
12. No legal liability on the part of the Purchaser for payment of any sort shall arise and in no event will any Prospective Bidder have cause for action against the Purchaser for the recovery of costs incurred in connection with preparation and submission of a reply in response to this RFBV.

13. NCI Agency may incorporate industry comments in part or in whole into the future release of the IFB. Prospective Bidders that include data in their responses that they do not want to be disclosed to the public for any purpose, or used by NCI Agency except for internal evaluation purposes, must:
 - a. Mark the title page with the following legend:
 - *This document includes data that shall not be disclosed outside NCI Agency and shall not be duplicated, used, or disclosed - in whole or in part - for any purpose other than for NCI Agency internal evaluation purposes, unless otherwise expressly authorised by [insert company name]. This restriction does not limit NCI Agency's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets [insert numbers or other identification of sheets]; and*
 - 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 proposal.*
14. For the purpose of efficiently handling all feedback received from Prospective Bidders, you are requested to submit your comments by filling the form included in the present RFBV package under Annex B.
15. Any Prospective Bidder that declines to respond to the Request for Bidder Views remains eligible to submit the Bid during the formal Invitation For Bid process.
16. Prospective Bidders choosing to respond to the RFBV shall submit their feedback electronically to IFB-CO-422181-ASNMC@ncia.nato.int not later than by **12:00 hours (Central European Time (CET)) on 17 December 2025.**
17. In order to maximize the RFBV exercise the NCI Agency may, at its discretion, accept submissions after the deadline, so long as the IFB has not been issued, and under the condition that such late submission will not be used as the basis to request an extension to the planned date of IFB release.
18. The reference for this Project is IFB-CO-422181-ASNMC, and all correspondence concerning this RFBV and subsequent IFB should reference this number.
19. During the course of this RFBV, Prospective Bidders are requested to forward any questions solely to the Senior Contracting Officer referred at paragraph 23 below or any other individual as may be communicated by this office at a later stage. Exchanges with NCI Agency personnel other than the assigned Senior Contracting Officer are discouraged thus to safeguard the integrity of the process.

20. Email inquiries can be provided by the Prospective Bidders for areas related to the RFBV prescriptions (i.e. feedback submission format or date), and not to those specifically associated to ambiguities or clarity of terminology or language contained in the draft IFB package itself. These are instead intended to be reported by the Prospective Bidder in the form of response to the RFBV in accordance with paragraph 14, thus to be properly discussed and possibly revised as a result of this RFBV exercise.
21. Following a review of the packages received and if required, the NCI Agency may arrange to conduct discussions with each respondent in order to fully understand any concerns or comments that have been submitted, and allow the Prospective Bidders to clarify aspects of the RFBV for which they may have questions. These discussions will be held virtually. Responders may decline to participate in such discussions without prejudice for the future submission of a bid in response to the IFB.
22. Any matters of general information not already contained in the Bidding Documents that are provided to any Prospective Bidder during the discussion phase will be provided to all Prospective Bidders by means of a RFBV Amendment.
23. The Point of Contact for questions and information concerning this Request for Bidder Views is Ms Viktorija Navikaitė, NCIA Senior Contracting Officer, who may be reached at IFB-CO-422181-ASNMC@ncia.nato.int.
24. Your interest in this procurement is greatly appreciated.

For the Chief of Acquisition:

[Original Signed By]

Viktorija Navikaitė
Senior Contracting Officer

**Viktorija
Navikaite** Digitally signed by
Viktorija Navikaite
Date: 2025.11.05
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Annexes:

- A. Areas of Special Interest to NCI Agency
- B. RFBV Feedback Form
- C. Distribution List
- D. List of Prospective Bidders
- E. Draft of the Prospective IFB

Annex A – Areas of Special Interest to NCI Agency

Project No. 2016/0CM03123, CP9A0130

1. Purpose

Areas in which the NCI Agency is especially interested in receiving Prospective Bidders' Views are described in this Annex. The Prospective Bidders are encouraged to provide comments and questions to mitigate any risks in this project and improve the possibility of success.

2. Incremental Delivery Approach and Schedule

An incremental delivery approach is defined in this project with certain delivery timelines. Increments will provide different types and quantities of ASNMC nodes. These deliveries will be transitioned to operations after security accreditation. The Prospective Bidders are expected to assess the feasibility of this approach, number of increments, node quantities in each increment, and their schedule. The Prospective Bidders can propose alternative approaches to mitigate risks and improve the project success by providing detailed explanation of pros and cons.

3. Transition to Operations and Support

The ASNMC will connect to several different types of SATCOM ground segment assets of NATO. This creates complexity in transition to operations. Moreover, both the legacy ASNMC and the new ASNMC will simultaneously be operational during defined time intervals. The Prospective Bidders are expected to assess the feasibility of this approach, and migration of new capabilities from the existing ones. The Prospective Bidders can propose alternative approaches to mitigate risks and improve the project success by providing detailed explanation of pros and cons.

4. Past Experience and Maturity of the Existing Products of Potential Bidders

The NCI Agency will assess the past experience and the existing operational products of the Potential Bidders in the same domain as an important leverage for the success of this project. The Prospective Bidders can propose alternative methods to show/prove their maturity by providing detailed explanation and justification.

5. Major Capabilities and Technical Constraints

The technical capabilities and constraints in which the NCI Agency is especially interested in receiving Prospective Bidders' Views are described in this section.

Clarity of technical requirements:

- Understandability of the SSS, SOW and SRS
- Are there areas on which the requirements are not clear?
- Where do the SOW and SRS not provide sufficient detail, and where the requirements are too detailed?

Feasibility of technical requirements:

- What are the challenges in this project in terms of design, implementation, integration, migration to operations, security accreditation and support?
- Are there any requirements which you consider not feasible?
- What has to change on the requirement to be feasible?

Level of COTS:

- Can the ASNMC be achieved through COTS hardware and software?
- If not, how much development would be needed for which areas?
- Are there specific requirements not achievable through COTS?

Level of information provided:

- Does the SRS provide sufficient information on the ground stations and performance to create a bid? If not what information is missing, or what would be a consequence of the missing information? Given that the equipment in ground stations will be dynamic in quantity (e.g. growth) and types (evolutions, obsolescence), which approach do you suggest the Purchaser to include in the SOW?

Annex B – RFBV Feedback Form

The Request for Bidder Views Feedback Form is provided separately as an Excel Workbook.

Annex C – Distribution List

NATO Delegations:

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

NCI Agency – NATEXs of the above listed Participating Countries

Annex D – List of Prospective Bidders

#	Country	Nominated Bidders
1	Belgium	BREVCO SERVICES
2	Belgium	CISCO SYSTEMS BELGIUM
3	Belgium	EVIDEN BELGIUM
4	Belgium	SKYLINE COMMUNICATIONS
5	Belgium	ST ENGINEERING iDIRECT (EUROPE) CY NV
6	Canada	Calian Ltd.
7	Croatia	AMPHINICY d.o.o. za računalne aktivnosti i zastupanje
8	Estonia	Nortal AS
9	France	Thales SIX GTS France
10	France	Kratos Communications
11	France	Airbus Defence and Space SAS
12	France	Actia Aerospace
13	Germany	CGI Deutschland B.V. & Co. KG
14	Germany	T-Systems International GmbH
15	Germany	Frequentis Comsoft GmbH
16	Greece	Hellenic Telecommunications Organisation S.A.
17	Italy	Telespazio S.p.A.
18	Italy	Leonardo S.p.A.
19	Norway	Airbus Defence and Space AS
20	Norway	Marlink AS
21	Poland	Vector Synergy Sp. z o. o.
22	Slovakia	Aliter Technologies, a.s.
23	Slovakia	FREQUENTIS Solutions & Services s.r.o.
24	Spain	GMV AEROSPACE AND DEFENCE S.A.U
25	Spain	AICOX SOLUCIONES S.A.U.
26	Spain	Integrasys SA
27	Spain	Indra Sistemas S.A.
28	Spain	Indra Espacio, S.L.U
29	Netherlands	Solitee B.V.
30	Netherlands	Network Innovations B.V.
31	Netherlands	Rohde & Schwarz Benlux B.V.
32	Türkiye	Aselsan Elektronik Sanayi ve Ticaret A.Ş.
33	Türkiye	OBSS Teknoloji AŞ
34	Türkiye	Profen Teknoloji San. Ve Tic. A.Ş.
35	Türkiye	SDT Uzay ve Savunma Teknolojileri A.Ş.
36	Türkiye	E4E Elektronik Mühendislik Yazılım Tasarım A.Ş.
37	United Kingdom	PA Consulting
38	United Kingdom	Vodafone Group Enterprise Limited
39	United Kingdom	Network Innovations US & UK Government
40	United Kingdom	Boxxe Limited
41	United Kingdom	CGI IT UK LTD.

42	United Kingdom	Deloitte LLP
43	United States	Northrop Grumman Systems Corporation
44	United States	DataPath, Inc.
45	United States	Altagrove LLC
46	United States	Telecommunication Support Services, Inc. (DBA TSS Solutions)
47	United States	NIC4, Inc. dba Network Innovations U.S. Government (NIUSG)
48	United States	Artel, LLC
49	United States	UltiSat, Inc.
50	United States	Globecomm Systems, Inc.

Annex E – Draft of the Prospective IFB

The draft of the Prospective IFB is provided separately as a set of PDF, Excel and Word documents.