



AMENDMENT to INVITATION – CALLING NOTICE
Request for Industry Participation
Hybrid Event to Elicit Industry Views

Operational Network - Extension

Estimated Amount: estimated through-life cost of 1.6 BLN EUR up to 2035

Event Date: 11/02/2026
Invitation Closing Date: 04/02/2026

Point of Contact: ON-X Industry Engagement Team
on.extension@ncia.nato.int

To: **Distribution list**

Subject: **Invitation – Calling Notice - Request for Industry Participation**

1. *This calling notice hereby replaces and supersedes the invitation NCIA/ACQ/2026/06653 dated 13 January 2026 to reflect the correct estimated project value.*
2. A high-level description and summary of the requirements are part of the Calling Notice that is available to companies on the NCIA website.
3. Companies are asked to express their interest to attend by applying through the registration site: <https://cvent.me/EaDDRD>.
4. National Representatives will receive applications for review and will be able to confirm or reject the application, finalising the nomination process.
5. Upon receipt of formal nomination by the National Representative(s) through the registration system, the NCIA will forward to each nominated company further administrative formalities (Agenda, dial-in details and rules of engagement).
6. The onsite location for the event is: NCIA Headquarters in The Hague, The Netherlands. The remote participation will be through Webex (detailed information will be shared with nominated participants).
7. The deadline for nominations is 06 February 2026, 16:00 Hours (CET). In order to maximise Supplier participation the NCIA may, at its discretion, accept late nominations.
8. All questions and correspondence concerning this Invitation - Calling Notice for Industry participation in the Operational Networks - Extension Hybrid Event must be done via email to: ON.extension@ncia.nato.int.
9. The NCI Agency is not liable for any expenses incurred by Suppliers in conjunction with their responses to this Invitation - Calling Notice to the hybrid event; any such responses shall not be regarded as a commitment of any kind concerning future procurement of items or services described herein.
10. Your interest to participate and assistance to this Event will be greatly appreciated.

For the Chief of Acquisition:

Giacomo Piliego
Principal Contracting Officer

Enclosure:

- Invitation - Calling Notice

Distribution List

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NCI Agency – All NATEXs

Calling Notice

Introduction

The NCIA invites early engagement and industry participation from suppliers of NATO Member Nations in a hybrid event scheduled on **11 February 2026**.

Companies interested in participating are requested to complete the registration form at: <https://cvent.me/Eaddrd>. Registration details will be forwarded to the respective national points of contact for review and approval. To ensure sufficient time for national approval, **please submit your registration not later than 16:00 CET on 04 February 2026**.

Due to limited space, in-person attendance needs to be coordinated within the company to not exceed two representatives. Additionally, online attendance should be limited to no more than three persons per company.

During this event, the NCIA will be presenting its vision and high-level requirements on the ON-X programme providing a scalable, secure-by-design private air-gapped multi-cloud environment for storing and processing classified data at N\$ level.

The NCIA will also seek to understand Industry capabilities and perspectives to inform upcoming procurement actions related to ON-X.

Registered companies will have the opportunity to provide feedback on the high-level description and requirements by completing a questionnaire. Based on the responses to the questionnaire, selected companies will be invited to participate in bilateral meetings with NCIA representatives, tentatively scheduled for 16–20 March 2026. Further details regarding these steps will be shared during the hybrid event planned on 11 February 2026.

Any feedback provided by Industry before, during and after the event will be treated by NCIA with confidentiality and will contribute to inform the subsequent stages of the implementation of ON-X services.

The ON-X programme will deliver between 2026 and 2030 with an estimated through-life cost of 1.6 BLN EUR up to 2035.

Objective of the early engagement

During this early engagement process, the NCI Agency seeks industry engagement and participation with the following objectives:

- To gain validation and feedback on the business case and benefits;
- To gain feedback on the envisioned approach, including but not limited to:
 - Timelines and phasing
 - Contracting approach
 - Business change plans
 - Financial size
- To gain understanding of the solution space, including but not limited to:
 - Proven operating models
 - Enabling technology
 - Implementation and/or business change approaches

- To gain lessons from similar transformational projects, including but not limited to:
 - Key success factors
 - Pitfalls and risks
- Identify information requirements to achieve successful competition and effective industry partnership

Current state

Under ITM Recovery Increment 1 (ITM RC Inc1) existing Bi-SC AIS services within the NATO Command Structure (NCS) will transition to the Operational Network (ON) as per authorised scope, introducing an on-premise environment with cloud features for standardised Infrastructure as a Service (IaaS), Client Provisioning Services (including Campus LAN and Desktop Services) and Enterprise Core Services (including Identity management, Email, Instant Communication). The ON solution is a computing environment tailored to specific organizational and mission needs. While it may offer capabilities similar to private cloud services, it does not replicate the full architecture, service portfolio, or rapid innovation cycles of major commercial (public) cloud providers.

The ON performance, user experience, and long-term maintainability may differ significantly from future commercial cloud solutions. The existence of multiple NS network instances without full connectivity or centralized management limits collaboration and creates configuration & interoperability challenges across entities. It hinders data exchange at both the network and application levels, leaving local application instances isolated.

Issue statement

Key issues and effects of the current state, include:

- **Limited rapid elasticity/scalability:** Current services lack sufficient scalability, limiting the ability to adapt to fluctuating demands, like certain advanced Artificial Intelligence (AI) requirements.
- **Limited Resiliency:** The infrastructure is prepared for limited infrastructure related disruptions and not setup to support the current business continuity (BC) plans of the NATO Enterprise Entities. Also due to the unsuitability of current Data Centre Facilities (buildings) to host high compute/data intensive workloads (such as for AI/Data Services), resiliency options for those types of workloads are very limited.
- **Limited Collaboration across the Enterprise:** Network resources are dispersed, creating inefficiencies and hindering collaboration and information sharing across the NATO Enterprise. For example, while Athena (NATO HQ) and Bi-SC AIS/ON are connected, the collaboration is limited (e.g. email exchange).
- **Limited flexibility to stay aligned with cloud innovations:** The infrastructure can't easily leverage mainstream cloud innovations (happening in industry or in the public cloud), potentially resulting in outdated capabilities.
- **Limited Financial Operations Management:** While cost structures in the current model are defined through a Service Catalogue and Service Level Agreement (SLA) funding, transparency at the consumption and efficiency level remains limited. The model does not provide real-time insight into resource usage or cost drivers per service, making it harder to optimize spending or compare cost efficiency across domains.

ON-X Ambition

The ON-X programme aims to develop a scalable, secure, multi-cloud Enterprise solution designed to support up to NATO Secret (NS)-level data by modernizing legacy systems and unifying existing networks into a solution that ensures seamless service operation and system integration. It will enable Enterprise-wide collaboration up to NS with the NATO Enterprise entities and provide Alliance level interoperability by complying with Alliance standards. ON-X is an essential part of the NATO Digital Backbone (NDBB) and lays the foundation for AI and Data Centric services.

Expected ON-X Benefits

The expected outcome of the ON-X programme is to establish an Enterprise multi-cloud capability for seamless information exchange up to NS. A key milestone is the creation of a General-Purpose Cloud (GPC), initiated through a pilot phase and designed to scale progressively to cover the NATO Enterprise.

The private cloud will be built as a sufficiently scalable, service-based architecture, enabling flexible growth and broad adoption across the Enterprise, providing the following benefits:

1. Enhanced scalability, agility and continuous modernization by establishing an enterprise-wide and scalable cloud environment
2. Increased enterprise-wide collaboration by unifying existing networks into a multi-cloud environment
3. Enhanced resiliency and survivability by building an Infrastructure capable of maintaining operational continuity under degraded conditions
4. Increased operational efficiency by establishing automated and scalable 'As a Service' Cloud solutions
5. Capability to integrate AI and Data Centric Security (DCS) features, by setting up the foundation for the natural integration of emerging technologies
6. Capability to future-proof and meet evolving demands
7. Increased cyber-security resiliency posture.

End of Notification