

26 March 2026



Request for Bidder Views

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

RFBV Closing Date: 7 May 2026

Solicitation Release Date: Anticipated on 21 May 2026

Solicitation Closing Date: Anticipated on 13 August 2026

Contract Award Date: Anticipated on 1 November 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: MS-424244-P7SATCOM@ncia.nato.int

¹ This estimate represents one potential user group only, and as of the year 2028 as per current planning. Other user groups may be confirmed throughout the period of performance of the future contract.



To : Distribution List, Nominated Prospective Bidders

Subject : **Request for Bidder Views (RFBV) for Provision of Augmentation SATCOM Services - IFB-CO-424244-SATCOM**

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.** Notification of Intent letter No. NCIA/ACQ/2025/07439 dated 24 October 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 Provision of Augmentation SATCOM Services, 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 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 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. Annex A shall not be regarded as a questionnaire to be addressed by the Prospective Bidders, but rather as a non-exhaustive indication of the areas that the feedback shall focus on.
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. In the cover letter of the response, the Prospective Bidders shall indicate whether the anonymised version of their summarised feedback on NCI Agency's areas of interest can be shared with the other respondents to the RFBV along with NCI Agency responses.
16. 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.
17. Prospective Bidders choosing to respond to the RFBV shall submit their feedback electronically to MS-424244-P7SATCOM@ncia.nato.int not later than by **12:00 hours (Central European Time (CET)) on 7 May 2026.**
18. 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.
19. The reference for this Project is IFB-CO-424244-SATCOM, and all correspondence concerning this RFBV and subsequent IFB should reference this number.
20. During the course of this RFBV, Prospective Bidders are requested to forward any questions solely to the Senior Contracting Officer referred at paragraph 24 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.

21. 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.
22. 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.
23. Any matters of general information not already contained in the draft IFB that are provided to any Prospective Bidder during the discussion phase will be provided to all Prospective Bidders by means of a RFBV Amendment.
24. 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 MS-424244-P7SATCOM@ncia.nato.int.
25. Your interest in this procurement is greatly appreciated.

For the Chief of Acquisition:

[Original Signed By]

Viktorija Navikaitė
Senior Contracting Officer

Digitally signed
by Viktorija
Navikaite
Date: 2026.03.26
17:25:57 +01'00'

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. 2023/0CM03107, CP 9A0130

1. Purpose

Areas in which the NCIA is especially interested in receiving Prospective Bidders' View 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. Technical Constraints

This project anticipates utilising commercially available SATCOM products and services.

Product development is not anticipated within the scope of this contract. All services delivered shall be based on existing service products, hardware and software that satisfy the functional and performance requirements.

All solutions involving transport or handling of NATO information flows shall meet all applicable NATO Cyber Security requirements set out in the IFB.

3. Major Capabilities

The technical areas of particular interest in receiving Prospective Bidders' View are described below:

Scope and Structure of SATCOM Services:

- Are the SATCOM service types in each work package sufficiently defined in the SSS, with appropriate priced items to fully cover the orderable services?
- Are there any services types, capabilities or service configurations that should be considered in addition to those identified? (noting only communications services are under the scope)
- Does the composition of services within the Work Packages support logical, effective competition and industry participation and are there any unintentional technical, commercial or operation constraints that could discourage bidders participation (such as the ability to deliver all services specified in each WP)?

Coverage, Capacity and Performance Requirements:

- Is the use of notional coverage areas, capacity levels and performance requirements, defined for standardized pricing in the SSS, realistic and achievable?
- Are these requirements representative of expected operational demand and capable of supporting meaningful competition and a Best Value outcome?



Terminals, Technology and Innovation:

- Does the IFB framework allow for service provider/technology-neutral solutions and encourage innovation?
- Is the approach allowing bidders to define terminal solutions (including leasing or purchasing options) clear and sufficiently flexible?
- Does the framework provide adequate flexibility to introduce new or emerging technologies during the Contract Period of Performance?

Service Performance, Interfaces and Security:

- Is the proposed SLA approach and performance metrics aligned with industry practices and norms for SATCOM services?
- Are service boundaries, responsibilities and technical interfaces between stakeholders (including the purchaser, service providers and other relevant parties) clearly defined?
- Are cybersecurity, information assurance and operational security requirements clear and achievable?

Implementation, Schedule and Commercial Considerations:

- Are the proposed NLT (No Later Than) timelines and milestones realistic and achievable to the services being delivered?
- Are the non-recurring requirements (e.g. documentation, testing, project management and security processes) proportionate to the services being delivered and sufficiently defined?
- Are there any requirements that could require bidders to commit to significant costs after Contract Award but prior to the issuance of a Task Order (TO)?
- Is the pricing framework, including the annual price adjustment methodology, clearly defined, commercially realistic and aligned with industry practices and cost drivers?

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

The NCIA will assess the past experience and the existing operational products of the Prospective 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.



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	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 – NATEXs of the above listed Participating Countries



Annex D – List of Prospective Bidders

#	Country	Nominated Bidders
1	Belgium	SKYLINE COMMUNICATIONS
2	Belgium	neXat
3	Canada	Telesat LEO ULC
4	Canada	Telesat Canada
5	Canada	Evertz Microsystems Ltd.
6	France	THALES SIX GTS SAS
7	France	SAFRAN DATA SYSTEMS
8	France	AIRBUS DEFENCE AND SPACE SAS
9	France	IEC Telecom Europe
10	Germany	NSSL Global GmbH
11	Germany	IABG TELEPORT GmbH
12	Germany	CGI Deutschland B.V. & Co. KG
13	Italy	Telespazio S.p.A.
14	Luxembourg	SES ASTRA S.A.
15	Netherlands	Network Innovations B.V.
16	Netherlands	New Skies Satellites B.V.
17	Norway	Marlink AS
18	Norway	Space Norway AS
19	Norway	Airbus Defence and Space AS
20	Poland	Vector Synergy Sp. z o. o.
21	Spain	Telefónica Soluciones de Informática y Comunicaciones de España S.A.U
22	Spain	HISDESAT SERVICIOS ESTRATÉGICOS S.A.
23	Spain	Aicox Soluciones S.A.U.
24	Spain	Integrasys, S.A.
25	Spain	HISPASAT S.A.
26	Sweden	OVZON SWEDEN AB
27	Sweden	SATCUBE AB
28	Türkiye	Aselsan Elektronik San.Tic.A.Ş.
29	Türkiye	Orbitel Telekomünikasyon İletişim Hiz.Diş.Tic.LTD.ŞTİ.
30	Türkiye	PALS Elektronik San.Tic.A.Ş.
31	United Kingdom	Global Radiodata Communications Ltd.
32	United Kingdom	L.A. International Computer Consultants Limited
33	United Kingdom	Inmarsat Global Limited
34	United Kingdom	Spektrum Management Group Ltd
35	United Kingdom	Avanti Broadband Limited
36	United Kingdom	JET ENGINEERING SYSTEM SOLUTIONS LTD
37	United Kingdom	HUGHES NETWORK SYSTEMS LIMITED
38	United Kingdom	Stellar Solutions Aerospace Limited
39	United Kingdom	PA Consulting Group Limited



40	United Kingdom	Open Cosmos
41	United States	Boeing Commercial Satellite Services
42	United States	Altagrove LLC
43	United States	Space Exploration Technologies Corp. (SpaceX)
44	United States	Lepton Global Solutions, LLC DBA Kymeta Government & Defense
45	United States	Deloitte & Touche LLP
46	United States	OneWeb Technologies 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.