



NOTIFICATION OF PROCUREMENT OPPORTUNITY (NPO)
Pre-Solicitation Notice
NATO Competitive Procurement

Ballistic Missile Defence (BMD) Tactical Battle Management (TBM) Capabilities

NCIA Reference #: CO-423316-RTBMD

Date of NPO Publication: 19/10/2026

Anticipated Solicitation Release Date: Q1 2027

Anticipated Solicitation Closing Date: Q2 2027

Anticipated Contract Award Date: Q1 2028

Rough Order of Magnitude¹: Project: €138,000,000, In-Service-Support €76,000,000

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¹ This Rough Order of Magnitude is informational only and reflects NCIA's estimate. Actual contract value may vary based on competitive submissions.

Introduction

The NATO Communications and Information Agency (NCIA) hereby notifies the following Procurement Opportunity in accordance with the Procedure for NATO Competitive Procurement ([link](#)). This notification is issued to foster open and fair competition among eligible vendors from participating nations. This notification does not constitute a commitment to award a contract.

Vendors are invited to review the requirements described herein and to submit their bids in accordance with the instructions provided in the subsequent solicitation documentation. All interested vendors are reminded that timely registration and compliance with eligibility requirements are essential, as deadlines for submission may not be extended. Vendors are advised to regularly check for updates to this notification.

This opportunity reflects NATO's commitment to transparency, equal treatment of suppliers, and the efficient delivery of goods, works, and services in support of NATO missions and participating nations.

All eligible and responsible sources may submit a quotation, bid, or proposal, which shall be considered by the NCIA.

1. Title of Procurement Opportunity

Provision of the Ballistic Missile Defence (BMD) Tactical Battle Management (TBM) System including In-Service Support and Enhancements.

2. Description of Requirement

The High-Level Objectives (HLOs) are listed below:

- HLO 1:** Delivery of Minimum Acceptable Capability as initial operational release;
- HLO 2:** Delivery of completed Final Capability;
- HLO 3:** Rapid capability evolution for adaptation to future and emerging operational requirements.
- HLO 4:** In-Service-Support

This includes, but not limited to:

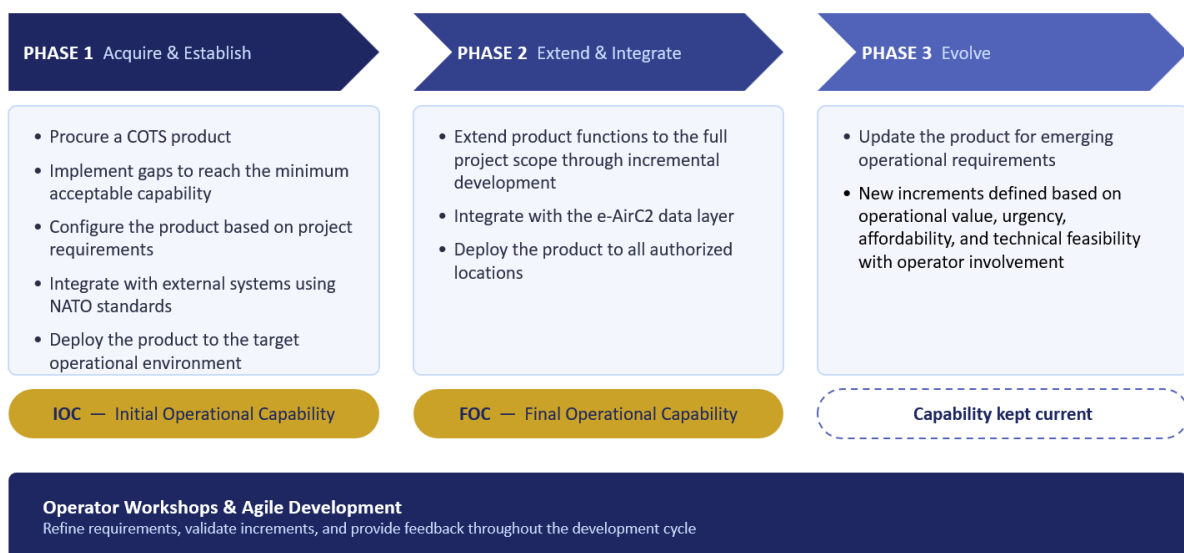
HLO 1 – Identified as Phase 1, the objective is to deliver a minimum acceptable capability as agreed with ACO, as a first operational release. The project will procure an existing product, implement any gaps compared to the minimum acceptable capability. This phase also aims to define and implement the continuous incremental development pipeline to be utilized throughout the project. Phase 1 is intended to accelerate delivery by deploying an available, operationally proven COTS product that provides the functionality needed for minimum acceptable capability. This approach enables operational users to receive an initial capability as early as possible, within 12 months after the contract award, rather than waiting for the full functional scope to be delivered. Any missing functions will be addressed in Phase 2, allowing capability to evolve progressively.

HLO 2 – Identified as Phase 2, the objective is to deliver the second operational release that will implement the full scope of the project through incremental delivery with operational community involvement. This phase will also integrate the product with e-AirC2 Data Layer.

Phase 2 will deliver the full functional scope through an agile and incremental delivery approach, addressing the functional gaps of the selected COTS product while continuously involving operational users to refine requirements, validate increments, and provide feedback throughout the development cycle.

HLO 3 - Identified as Phase 3, the objective is to provide mechanisms for rapid capability evolution to adapt to future and emerging operational requirements. Routine maintenance and service support activities, such as defect correction, incident resolution, configuration fixes or maintenance of the existing baseline will not be managed under Phase 3 as such activities are covered in either Transition to Operations or In Service Support (ISS) scope. Phase 3 address emerging operational requirements and future capability improvements using the established agile delivery capability. New requirements will be prioritised according to operational value, urgency, affordability, and technical feasibility. These product evolutions will be delivered either through periodic release cycles or condition-based releases where operational need requires a more accelerated implementation. This will be an evaluated option.

HLO 4 – Identified as Phase 4, the objective is to provide ISS support after Final System Acceptance (FSA). This will be an evaluated option identified as Phase 4.



Outcomes

The expected outcome of the project is an enhanced tactical battle management product fulfilling the Ballistic Missile Defence requirements.

Outcome 1: Enhanced Upper Layer Ballistic Missile Defence tactical battle management capability supporting NATO Integrated Air and Missile Defence (IAMD) mission.

Outcome 2: Enhanced TBMD tactical battle management capability supporting NATO IAMD mission.

Outcome 3: Increased maintainability and adaptability.

Outcome 4: Rapid and flexible evolution for emerging operational requirement.

3. Estimated Schedule and Timelines

Milestones are defined as intervals from T0 as in the table below and calendar dates shown are indicative, derived from the planned Effective Date of Contract. Any shift in T0 and T5 will shift all subsequent milestones by the same period, with no change to the intervals between them.

Milestone	Milestone Description	Schedule	Schedule
T0	Effective Date of Contract / Project Start	January 2028	N/A
T1	Deployment of HLO 1 / Phase 1	September 2028	T0 + 9 months
T2	Operational Acceptance of HO 1 / Phase 1	December 2028	T0 + 12 months
T3	Deployment of HLO 2 / Phase 2	April 2030	T0 + 28 months
T4	Operational Acceptance of HLO 2 / Phase 2	July 2030	T0 + 31 months
T5	HLO 3 / Phase 3 (Option)	July 2030	N/A
T6	End of Warranty for HLO 2 / Phase 2 – Beginning of HLO 4 / Phase 4 ISS (Option)	July 2031	T4 + 12 months
T7	HLO 3 / Phase 3 (Option) Completion - Capability Enhancement Releases	July 2035	T5 + 60 months
T8	End of HLO 4 / Phase 4 ISS	July 2034 (Option) July 2037 (Option) July 2040 (Option)	T6 + 9 years in 3-year increments

4. Vendor Eligibility

- a. Participation in this Procurement Opportunity is restricted to vendors from participating NATO nations.

5. Access to Solicitation Documentation

- a. Interested vendors may participate to and access the solicitation documentation for this Procurement Opportunity as of the Anticipated Solicitation Release Date as follows:
 - i. Vendors must obtain a valid Declaration of Eligibility (DoE) through their National Authorities in order to be included in the Bidder's List and to participate should the solicitation be issued.
 - ii. A template of the DoE is provided in the Annex A to this NPO for reference and completion.

- iii. The prospective Bidder is responsible for arranging for their National Authority to complete the form. The signed DoE must be transmitted directly by the National Authority to the Point of Contact (PoC) identified in this NPO.
- iv. The DoE must be received by NCIA's PoC not later than 31 December 2026, which is more than 20 calendar days after the date of this NPO.
- v. Prospective Bidders are advised to initiate this process early, as NCIA cannot request or obtain a DoE on behalf of a prospective Bidder. Failure to ensure that a valid DoE has been received by the PoC may result in exclusion from the solicitation process.

6. Security Requirements

- a. This opportunity is classified as NATO SECRET (NS) and interested vendors are required to meet the above-mentioned security level.

7. Language of Solicitation and Bid Submission

- a. Solicitation Documentation and Proposal Submission Language(s): English

8. Additional Engagement Opportunities

- a. The NCIA may organize the following engagement activities:
 - i. **Industry Day:** Pre-competitive Industry Engagement will take place in the form of BMD TBM Workshop at NATO Edge, taking place on 17-19 November in Izmir, Türkiye. Please see the Calling Notice in Annex B for details.
 - 1. During the workshop NCIA will brief the high-level problem statement (detailed in the Appendix A of the Calling Notice), respond to clarifying questions and invite comments from participants, based on the questions shared (detailed in the Appendix B of the Calling Notice) in the open forum as well as in bilateral meetings (schedule allowing).
 - 2. More information on NATO Edge attendance and registration is available on event's official website - <https://www.natoedge.nato.int/>.
 - ii. **Pre-Bid Conference:** To be confirmed

End of Notification

Annexes:

Annex A - Declaration of Eligibility for NATO Competitive Procurement

Annex B - Calling Notice for Pre-competitive Industry Engagement: BMD TBM Workshop at NATO Edge

Annex C - Distribution List

Annex A – Declaration of Eligibility Template

Date:

Declaration of Eligibility for NATO Competitive Procurement²

To: NCIA Procurement Authority

Subject: Declaration of Eligibility for NATO Competitive Procurement

Reference: Solicitation Number:

This Declaration of Eligibility (DoE) must be read in conjunction with the Notice of Procurement Opportunity (NPO), or other applicable solicitation document, which may include opportunity-specific or additional DoE requirements.

1. With reference to the above-mentioned NATO Competitive Procurement (NCP) opportunity, the following *[insert Country of Origin]* vendor has expressed an interest in receiving the solicitation document:
 - a. **Vendor Name:**
 - b. **Address:**
 - c. **Point of Contact/Title:** Mr./Ms.:
 - d. **Email Address:**
 - e. **Phone #:**
2. I certify that this vendor has the necessary financial, technical and professional competence to be admitted by the Government of *[insert Country of Origin]* as a bidder were it responsible for awarding a contract of this nature. The vendor listed above is eligible to initiate the process required to be security cleared to up to *[insert NATO Security Classification]*.

Signature
[Name of National Responsible Authority]
[insert Country of Origin]

² The DoE should be substantially similar to this sample. Prospective Bidders should provide the relevant information about their company to their National Authority.

Annex B – Calling Notice for Pre-competitive Industry Engagement: BMD TBM Workshop at NATO Edge

A. Introduction

1. The NATO Communications and Information Agency (NCIA) is conducting pre-competitive market engagement as market research to gather input on potential solutions to support the upcoming acquisition for a ballistic missile defence capability to provide tactical level functions for surveillance, situational awareness, tasking and engagement operations across static and deployable NATO entities. To that end, we are holding a dedicated workshop at NATO Edge to solicit feedback from capable and interested industry partners.
2. This Pre-competitive Industry Engagement is for planning purposes only and is not a request for bids. It is part of NCIA's effort to engage early to inform and ensure it has a clear understanding of the marketplace, available capabilities, and potential acquisition strategies.
3. We value your insight and invite you to review and comment on our draft high level problem statement (Appendix A) with a view in providing recommendations for improving performance outcomes, competition, and efficiency; and identifying any risks or concerns that should be considered during planning.
4. Feedback can be provided in writing in accordance with submission instructions and/or by attending the dedicated industry engagement – BMD TBM Workshop at NATO Edge, taking place on 17-19 November in Izmir (Türkiye), where NCIA will respond to clarifying questions and invite comments from participants.
5. Submission instructions and additional details can be found in the enclosure to this Calling Notice.
6. Only companies from a NATO member country can participate in or respond to this Calling Notice. (https://www.nato.int/cps/en/natohq/nato_countries.htm) or attend a dedicated workshop.
7. Should you have any questions or need clarification, please contact Ms Elif Bailey at elif.bailey@ncia.nato.int
8. We thank you in advance for your time and input, and we look forward to engaging with you as we shape this potential acquisition.

B. Submission Instructions

1. Interested parties are invited to respond in accordance with the instructions below or provide feedback during Industry Engagement:
 - a. Submit responses via the email address in section C no later than **12:00 hours Central European Time (CET) on 03 December 2026.**
 - b. Responses should be submitted in PDF or Word format and must not exceed **15 pages**, including:
 - i. Comments on Appendix A and responses to Appendix B

- excluding:
- i. Cover page
 - ii. Company brochures or product literature (if included)
 - iii. Attachments such as past performance references
- c. Use the following subject line for submission
- i. "Response to NPO-CO-423316-RTBMD – [Company Name]"
- d. All responses should address the items listed in Appendix B – Requested Information.
- e. Respondents are also encouraged to review and comment on the draft problem statement in Appendix A.

C. Point of Contact

1. Ms. Elif Bailey, Senior Contracting Officer
2. CO-423316-RTBMD@ncia.nato.int

D. Disclaimer

1. This Pre-competitive Industry Engagement is for planning and informational purposes only and shall not be construed as a solicitation or obligation on the part of the NCIA. The NCIA does not intend to award a contract based on responses to this engagement. Respondents are solely responsible for all costs incurred in responding to this engagement. The NCIA will consider and analyse all information received from this engagement and may use these findings to develop a future solicitation. The NCIA will consider all responses as confidential commercial information and will protect it as such.
2. NCIA reserves the right, at any time, to cancel this informal market survey, partially or in its entirety. No legal liability on the part of NCIA for payment of any sort shall arise and in no event will a cause of action lie with any prospective participant for the recovery of any costs incurred in connection with the preparation of documentation or participation in response hereto. All effort initiated or undertaken by prospective informal market survey participants shall be done considering and accepting this fact.

E. Use of Information Provided through Responses

1. Confidentiality of Responses

The NCIA may incorporate industry comments and responses, in part or in whole, into a future release of a solicitation. Should respondents include proprietary data in their responses that they do not wish to be disclosed to the public for any purpose, or used by NCIA (except for internal evaluation purposes), they must:

- a. **Mark the title page with the following legend:**

This document includes data that shall not be disclosed outside NATO and shall not be duplicated, used, or disclosed – in whole or in part – for any purpose other than for NCIA

internal evaluation purposes, unless otherwise expressly authorised by [insert company name]. This restriction does not limit the NCIA's right to use information contained in this data without restriction if it is obtained from another source. The data subject to this restriction are contained in sheets [insert numbers or other identification of sheets]

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 document.

Appendix A – High-level problem statement

Current products supporting the BMD capability at the tactical level do not provide complete coverage of the functionality required to realize NATO's BMD target architecture. BMD TBM will deliver the full coverage of tactical level functions for the NATO BMD Target Architecture. This target architecture will enable BMD TBM to federate with NATO and National IAMD (Integrated Air and Missile Defense) systems through the eAirC2 data layer while being scalable and extendable to address future IAMD requirements.

A description of the services required are listed below:

Service Group	Service	Service Short Description
BMD Execution Services	BMD Surveillance Service	Provide services for processing of BMD surveillance data from tactical data links, sensors and SEW+.
	BMD Engagement Service	Provide services for engagement monitoring, engagement alerts, and kill assessment.
	BMD Resource Monitoring Service	Provide services for monitoring and analysis of BMD weapon and sensor resource status, location, and inventory.
	BMD Threat Evaluation Service	Provide services for threat assessment and evaluation during BMD execution.
	BMD Tactical Data Link Processor Services	Provides services to receive and transmit TDL messages from/to Link 16 in accordance with STANAG 5516.
	BMD Trajectory Service	Provides trajectory calculation of BMD threats and interceptors.
BMD Assessment Services	BMD Post Analysis Service	Provide post analysis tools to record, replay and assess BMD execution.
	Historical Events Service	Generate historical firing events (shotlines)

Service Group	Service	Service Short Description
BMD Planning and Tasking Integration Services	AOD Processing Service	Provides services to receive and process AOD.
	BMD Tasking Service	Provides services to extract, develop and distribute tasking information from a defence design.
	Defence Design Processing Service	Provides services to receive and process BMD Defence Design from external systems for BMD Execution.
	OPTASK LINK Service	Provides services to display and process OPTASK LINK message.
	PPR Processing Service	Provides services to receive and process PPRs from external systems for BMD Execution.
	ORBAT Processing Service	Provides services to receive and process own and OPFOR ORBAT from external systems for BMD Execution.
	Intelligence Processing Service	Provides services to receive and process intelligence information (COA, intelligence report) from external systems for BMD Execution.
Common Services	Alert Management Service	Provides standards based alert management services such as standard alerts data model, and alert delivery mechanisms.
	Backup and Restore Service	Provides back-up and restore services required for service continuity.
	BMD Tactical HMI Service	Provide services that enable the operators to interact with the services.
	Chat Service	Provide chat service to share operational and situational awareness information.
	Identity Management Service	Provide services to manage and control access to resources.
	Logging Service	Provide services for capturing, filtering and writing information about calls between services.
	Reporting and Document Export Service	Provides services for shares, images or files and lets multiple participants work and annotate on these images or files concurrently.
	Security Service	Provide the necessary means to implement and enforce CIS Security measures such as data protection, boundary and network protection.
	System Management and Control Service	Provide a suite of capabilities needed to ensure that platform services are up and running, accessible and available to users, protected and secure, and that they are operating and performing within agreed upon parameters.
	Training and Exercise Service	Provides services for training and exercise execution.
	Whiteboard Service	Provides services for shares, images or files and lets multiple participants work and annotate on these images or files concurrently.
	Workstation video record and replay Service	Provides video record and replay functions for all workstations

Service Group	Service	Service Short Description
Interface Services	Interface Adaptation Service	Provide services to interface with external services.
	BMD Sensor Interface Service	Provides services to monitor and control BMD-capable organic sensors and process target reports from BMD-capable organic sensors.
	JREAP-C Interface Service	Provide services to receive and transmit Link 16 tactical data over JREAP-C protocol.
	MTF Interface Service	Provide services to receive and transmit ADaP-3 formatted messages.
	SEW+ Interface Service	Provide services to receive surveillance data from SEW+ and monitor SEW+ status.

Appendix B – Requested Information

Respondents are encouraged to provide the following information in their response:

a. Company Information

- i. Legal Business Name
- ii. Address
- iii. Website
- iv. Primary Point of Contact
- v. Email address

b. Technical Capability

- i. Summary of relevant capabilities and past performance

c. Feedback and Recommendations

- i. Responses to the following questions:
 1. What is the product maturity? Required solution must have high functional coverage and extensibility so that an early operational capability can be delivered early.
 2. What is the adaptability of the product? Required solution must have the ability for rapid capability evolution to adapt to future and emerging operational requirements.
 3. Validate the project timelines are realistic.
 4. What does Industry foresee as infrastructure requirements?
 5. How do you define cloud-readiness and how do you rate the cloud readiness of your product?
 6. How are you going to prioritise NATO requirements within their product roadmaps?
- ii. Innovations or alternatives
- iii. Comments on the draft Problem Statement

d. Questions or Concerns

- i. Risks, concerns, or barriers
- ii. Suggestions for risk mitigation or enhancing competition

Annex C – Distribution List

Distribution List

Internal:

CAB Mailbox
Project Manager
Principal Contracting Officer

External:

All NATO Delegations
All NATEX