



**Carl Leslie**

Principal Procurement Officer AFSC / iAFSC

Ref: AFSC/PP/2025/056

8 April 2025

TO : NATO National Delegations

**PURPOSE : NOTIFICATION OF INTENT (NOI) TO INVITE BIDS**

**REFERENCES :**

- A. AC/4-D/2261(1996 Edition), Procedure for International Competitive Bidding for NATO, 12 January 1996
- B. AC/4-D(2003)0012 (INV), Harmonisation of Dispute Timeframes, 21 December 2023
- C. AC/4-D(2024)0001 (INV), Extensions to Bid Closing ICB, 4 March 2024
- D. AC/4-D(2008)0002-REV2, International Competitive Bidding Using Best Value Evaluation Methodology, 15 July 2015
- E. Policy for Conducting International Competitive Bidding Using Best Value Evaluation Methodology Post Trial Procedures, AC/4-D/2261-ADD2 (1996 Edition), 24 July 2009
- F. NSPO Procurement Regulations N. 4200, 19 January 2024<sup>1</sup>
- G. IC authorization (First Stage Authorization and Authority to Issue the Invitation for Bids and to commit NATO Funds), 25 March 2025

**ANNEXES :**

- A. Summary Description and Cost Estimate of Present Notification
- B. Specimen of Declaration of Eligibility

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<sup>1</sup> IC procedures prevail over NSPO regulations

Dear Madam/Sir,

1. The expected retirement of NATO's Airborne Warning and Control System (AWACS) fleet around 2035 led NATO to initiate the Alliance Future Surveillance and Control (AFSC) Concept Stage with the aim to define a new generation of surveillance and control capabilities.
2. Based on the outcomes and recommendations of studies conducted in the Concept Stage, NSPA has defined an AFSC Technical Concept for a distributed multi-domain Battle Management Command and Control (BMC2) and wide-area surveillance system of systems employing a wide range of systems and platforms integrated through a robust and adaptive interoperability architecture to allow a variety of flexible system configurations in future multi-domain operations.
3. Following the anticipated completion of the AFSC Concept Stage in December 2025 and an immediate start of the Development Stage in January 2026, NSPA has been designated as the Host Nation for the implementation of Project **2016/OWI27010**, entitled **Alliance Future Surveillance and Control (AFSC) Development Stage Phase 1**.
4. To handle the activities of this first Phase of the Development Stage, the AFSC Project Office (PO) intends to put in place, in January 2026, a Contracted Engineering Support (CES) contract for an estimated value of 2,250,000 EUR.
5. This CES contract will aim to provide the AFSC PO with a wide range of engineering skills and expertise covering the following areas as a minimum:

|   |                                      |
|---|--------------------------------------|
| ✓ Cyber   | ✓ Communications                     |
| ✓ Intelligence, Surveillance and Reconnaissance (ISR) | ✓ Tactical Data Links                |
| ✓ Requirements Management                             | ✓ Data Exchange and Interoperability |
| ✓ Systems Architecture Development                    | ✓ Modelling and Simulation           |
| ✓ Modular Open Systems Approach                       | ✓ Airworthiness                      |
| ✓ Space Operations                                    | ✓ Lifecycle Cost Management          |
6. The International Competitive Bidding (ICB) will be conducted in accordance with references A to E.
7. This letter, which constitutes a NOI to Invite Bids for the provision of the engineering consultancy services listed above, is issued following the approval of the project by the Investment Committee (IC) on 25th March 2025 (Ref. G)
8. The formal Invitation For Bid (IFB) with reference PP-AFSC-2025/IC/ICB/CDL25001 is planned to be issued in June 2025 with the anticipated closing date 42 calendar days after release and as per Reference A. The bid validity shall be bound for a period of six (6) months starting from the bid closing date.

9. NSPA as the Host Nation for this project hereby invites you to:  
9.1 **Nominate firms** located in your Nation, which may wish to participate in the ICB;  
9.2 **Provide a "Declaration of Eligibility" (DoE) for each nominated firm** using the template provided at Annex B.

10. The requested DoE information should be sent by email, addressed to:

**NSPA – Procurement Division, PP AFSC**  
**Attn: Mr. Carl LESLIE**  
AFSC CES – Declaration of Eligibility  
L- 8325 CAPELLEN  
G. D. Luxembourg  
E-mail: [pp.afsc@nspace.nato.int](mailto:pp.afsc@nspace.nato.int)

**and should reach NSPA no later than 16 May 2025.**

11. NSPA may carry out a general financial and technical screening of any DoE nomination, in accordance with Reference A.
12. In case any further information is required, please contact:

Mr. Carl LESLIE  
NSPA Principal Procurement Officer  
Phone: +3523063 7388  
E-mail: [pp.afsc@nspace.nato.int](mailto:pp.afsc@nspace.nato.int)

Yours sincerely,

**Carl  
Duncan  
LESLIE**

Digitally signed by  
Carl Duncan LESLIE  
Date: 2025.04.08  
16:40:45 +02'00'

Carl LESLIE  
NSPA Principal Procurement Officer



8 April 2025

**Annex A to AFSC/PP/2025/056:**  
**Summary Description and Cost Estimate of Present Notification**

**1. GENERAL**

- a. The NATO Support and Procurement Agency (NSPA) has been designated as the Host Nation for the Alliance Future Surveillance and Control (AFSC) Development Stage Phase 1 and granted the authority to issue an ICB (International Competitive Bidding) for the implementation Project serial 2016/OWI27010.
- b. In early 2024, based on the outcomes and recommendations from Industry-led studies assessing the availability and feasibility of potential solutions to fulfil the AFSC Capability Requirements, the North Atlantic Council (NAC) approved the AFSC Technical Concept and its incremental implementation. This Concept outlines a vision where surveillance assets, tactical control assets and effectors are able to connect seamlessly and respond dynamically to changing operational situations and where manned and unmanned systems are able to act in synergy leveraging manned-unmanned teaming capabilities. This AFSC System of Systems (SoS) will be able to operate across all environments, from benign, to contested, and into denied battlespace, ensuring a lower risk to the manned assets.
- c. The following information provides an overview of the requirements that will be released during the ICB period:
- d. The chosen Contractor shall provide Contracted Engineering Support (CES) services to the Project Office to support the initial AFSC Development Stage Phase 1 (2026-2028) activities with a wide range of engineering skills and expertise covering the following technical areas:
  - ✓ Cyber
  - ✓ Intelligence, Surveillance and Reconnaissance (ISR)
  - ✓ Requirements Management
  - ✓ Systems architecture development
  - ✓ Modular Open Systems Approach
  - ✓ Space Operations
  - ✓ Communications
  - ✓ Tactical Data Links
  - ✓ Data Exchange and Interoperability
  - ✓ Modelling and Simulation
  - ✓ Airworthiness
  - ✓ Lifecycle Cost Management
- e. In most cases, the consultants will be expected to work remotely but may occasionally be requested to work on site at the NSPA HQ premises located in Capellen, Luxembourg, and shall hold a personal "NATO SECRET" clearance.
- f. Contractors are expected to handle and store classified material up to the level of "NATO RESTRICTED". Therefore, it is essential that each Bidder possess a Facility Security Clearance Certificate at the "NATO RESTRICTED" level.



## **NATO SUPPORT AND PROCUREMENT AGENCY**

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## **AGENCE OTAN DE SOUTIEN ET D'ACQUISITION**

### **2. SPECIFIC TERMS AND CONDITIONS**

a. **DURATION**

3 years (with an option to extend services by a further two years, if required) - contract start anticipated on 1 January 2026.

b. **PARTIAL BIDDING**

Partial offers will not be accepted.

c. **FOLLOW-ON SERVICES**

No follow-on services are envisioned at this stage.

d. **REQUIREMENTS IN OPTION**

Requests for requirements in option may be included.

e. **QUALITY ASSURANCE**

Requirement for Quality Assurance is included.

f. **SECURITY LEVEL REQUIRED**

NATO SECRET

g. **LANGUAGE**

- 1) The "Statement of Work" and subsequent contract will be in the English language.
- 2) Offers and any communication to be made by the Bidders, and any technical data or documentation to be provided by the Contractor must also be in English.

h. **CURRENCY CONVERSION RATES**

N/A at this stage.

### **3. FINAL CONSIDERATIONS**

- a. NSPA intends to issue the International Competitive Bidding package to interested firms at a date yet to be determined, tentatively mid-June 2025. The Bidders will be allowed 42 calendar days to reply to the IFB.
- b. The bids to be received in response to the NSPA IFB, mentioned above, shall be valid for a period of no less than 180 calendar days from the bid closing date.
- c. NSPA intends to use the NSIP International Competitive Bidding (ICB) Procedures (Reference A to C) and Best Value Evaluation Methodology (References D & E), to select the future AFSC Contractor. The information to be provided to the Bidders will be up to NATO UNCLASSIFIED.
- d. The Contractor and its subsidiaries, any entities under the contractor's common control, affiliates and sub-contractors shall have no involvement whatsoever in any future AFSC implementation projects.

**Annex B to AFSC/PP/2025/056 dated 8 April 2025: Specimen of Declaration  
of Eligibility**

**DECLARATION OF ELIGIBILITY**

**Notification of Intent – PP-AFSC-2025/IC/ICB/CDL25001**

FROM: [Name of DoE Originator]

TO: NATO Support and Procurement Agency (NSPA)

1. SUBJECT: Expression of Interest in the International Competitive Bidding (ICB) for the implementation of Contracted Engineering Support (CES) **2016/OWI27010**, entitled **Alliance Future Surveillance and Control (AFSC) Development Stage Phase 1**.

A. With reference to the ICB procedures described in NSPA's Notification Of Intent (NOI) letter (Ref to letter), the following [Country of Origin] firm(s) have expressed an interest in receiving the bidding documents:

- [Company A]  
Security Level Facility and Personnel: *[Facility and Personnel must both be secured at the level as stated in Annex A]*  
Address:  
Contact Name:  
Tel:  
E-mail:
- [Company B]  
Security Level Facility and Personnel:  
Address:  
Contact Name:  
Tel:  
E-mail:
- [Add more firms as needed]

B. I certify that these firm(s) have the necessary financial, technical and professional competence to be admitted by the Government of [Country of Origin] as Bidder(s) were it responsible for awarding a contract of this nature. All of the firms above are security cleared to the level required for this project.

(Signed) Country of Origin Representative