



NORTH ATLANTIC TREATY ORGANIZATION
 HEADQUARTERS, SUPREME ALLIED COMMANDER TRANSFORMATION
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MBC's Distribution List for International Competitive Bidding

TO: MBC's Distribution List for Invitation for International Bidding (IFIB) Procedure

DATE: **2 December 2026**

SUBJECT: Notification of Intent to issue an Invitation for International Bidding (IFIB) for Contractor Support to Headquarter Supreme Allied Commander Transformation for Force Lethality Enhancement eXtended (FLEX) Modelling and Simulation Study, HQ SACT, Norfolk, Virginia, U.S.A.

1. In accordance with the stipulations of the AC/4-D(2025)0008 /BC-D(2025)0127, Procedure for NATO Competitive Procurement, the following information is provided on an Invitation for International Bidding (IFIB) that this Headquarters has the intention to release:

IFIB Reference: **ACT-SACT-26-16**

Title of IFIB: Contractor Support: Force Lethality Enhancement eXtended (FLEX) Modelling and Simulation Study.

REQUIREMENT: Allied Command Transformation (ACT) is initiating Force Lethality Enhancement eXtended (FLE(X)), building upon the outcomes of the initial FLE study conducted in 2025. FLE focused on identifying alternative options for NATO Defence Planning Process (NDPP) Capability Targets (CT). FLE(X) expands its focus to also anticipate future requirements and CT by posing exploratory questions about evolving operational challenges. FLE(X) aims to identify new ways and means of achieving operational effects and to accelerate the translation of innovation into operational capabilities that build NATO's advantage.

FLE(X) will explore how the rapid adoption of new and emerging technologies, including robotics, autonomy, artificial intelligence, advanced networking, and precision-strike systems, can enhance the lethality, survivability, and agility of Allied forces while improving sustainability and affordability. The studies will seek to deliver evidence-based insights that support national decision-making and inform future NATO capability development including force-design activities.

The contractor will provide analytical support through mission and operational challenge analysis, modelling and simulation, and structured evaluation of operationally relevant use-cases to identify credible opportunities for lethality enhancement. This work will form part of a broader evidence base developed by ACT and participating Allies to guide the transformation of the Alliance's military instrument.

FLE(X) 2026 will include up to twelve (12) research studies identified by SACT for near-term force enhancement. HQ SACT intends to issue this IFIB in three (3) to four (4) iterative parts (A-C/D) with up to four (4) research studies per part. HQ SACT reserves the right to do a partial award and/or to award the same research study topic to more than one supplier.

FLE(X) Part A will commence with three (3) research studies identified by SACT as key areas for near-term force enhancement:

- Robotics in Land Warfare: Indirect Fires;
- Multi-Domain Precision Strike; and
- Command and Control Architecture and Data Sharing for Anti-Submarine Warfare (ASW).

Type of Contract: Firm Fixed Price (FFP) Deliverables

Period of Performance: Award – 31 December 2026; Each FLE(X) part A-C/D will have a separately identified period of performance upon publication with completion of all parts by 31 December 2026.

Bidding Procedure: Competitive Procurement/Best Value

Funding: MBC 2026 (Estimated cumulative amount, \$ 3.5M)

Classification: NATO UNCLASSIFIED

Issue Date: 15 December 2025, (target date)

Bid Closing Date: 20 January 2026, (target date)

Eligibility: Companies headquartered in a NATO member nation which have performed similar contracts within the last three years, *substantially* similar in scope to the requirement described in the solicitation. Contractor personnel performing services or providing delivery under the contract must be citizens of a NATO nation and have appropriate professional training and experience. Security requirements will be published upon release of each part based on the research study to be conducted.

Delivery location(s): Contractor Facility

Partial bidding: Partial Bidding is authorised.

Website: <https://www.act.nato.int/contracting>

2. This HQ will publish the IFIB to the website identified above on or about 15 December 2025. You are hereby invited to nominate, by email before **14 December 2025**, the name, full address, Point of Contact, telephone, and e-mail address, of potential bidders established within your country. This and any other correspondence hereto are to be addressed to:

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Tonya Bonilla
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 HQ SACT