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| NATOver_CMYK_HR**H:\My Documents\jwc_ikm\templates\JWC FINAL LOGO.jpg** **Joint Warfare Centre** Eikesetveien 29 – PB 8080 – 4068 Stavanger – Norway   |
| JWC-19-R-0013 |
| JWC OPPOSING FORCES DOCUMENTATION PACKAGE  |

PART I

BIDDING INSTRUCTIONS

**JWC-19-R-0013**

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# PURPOSE

The purpose of this Invitation for Bids (IFB) process is to award a Contract for a JWC Opposing Forces Documentation Package and supporting services as specified in the Statement of Work (SOW). The contract will be awarded based on a Lowest Price Technical Compliance consideration and executed on a Fixed Price basis.

The Bidding Instructions should enable the bidders to prepare and submit their quotations for meeting the administrative requirements of this JWC-19-R-0013.

# DEFINITIONS AND ABBREVIATIONS

a. "Bidder" means the bidding entity that has submitted a bid in response to this RFP.

b. “Contracting Officer” or the “Purchasing & Contracting Officer” or “P&C” means the person executing and managing this contract on behalf of JWC. Only duly designated Contracting Officers have the authority to obligate JWC.

c. “Contracting Officer Technical Representative” or “COTR” means a person appointed by the Contracting Officer for the purpose of determining compliance with the technical requirements of the contract.

d. “HQ SACT” means the Headquarters, Supreme Allied Commander Transformation, located at Norfolk, VA, United States of America.

e. “JWC” means the Joint Warfare Centre, located in Stavanger, Norway.

f. “North Atlantic Treaty Organisation” is hereafter referred to as “NATO”.

g. “Supplier/Company/Service Provider” means a party that supplies goods or services.

h. “Bid” means a submission of completed documents in response to this RFP with the intent of participating in the competition for a contract award. Bid is used interchangeable with the term “Proposal”.

i. “Work unit” is one person's working time for a day, equivalent to a man-day, used as a measure of how much work or labor is required or consumed to perform some task.

# CLASSIFICATION AND SECURITY CONSIDERATIONS

This Request for Quote (RFQ) is a NON SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC document. However, it may make references to classified documents for which access and/or retention are subject to NATO and national security rules and procedures. JWC will not distribute these classified documents to prospective bidders nor will JWC consider any request for time extension to enable a prospective bidder to obtain these classified documents from national sources. For the performance of the contract, the Company’s personnelinvolved in this work, and if visiting JWC, willbe required to obtain a NATO SECRET security clearance or equivalent national level.

# PARTIAL BIDDING

Partial bidding is NOT AUTHORIZED.

# CURRENCY

Bidders may only quote in NOK. Bidders are also advised that all invoices and payments will be made in the currency agreed in the contract. Bank charges related to payments outside Norway will be charged to the supplier.

# CONTENTS OF PROPOSAL

## The bid will consist of the following documentation

1. Past Performance Declaration - Annex A
2. Qualifications Matrix – Annex B
3. Price Proposal – Annex C

# BID SUBMISSION

Submit the above bid with the below reference to the following email addresses:

BID PROPOSAL JWC-19-R-0013

JWC OPPOSING FORCES DOCUMENTATION PACKAGE

Email Address: pcs@jwc.nato.int & kjetil.sand@ljwc.nato.int

# BID CLOSING DATE

Proposals must be received at JWC **not later than 12:00 hours (local time),**

 **21-November-2019**. At that time and date, bidding will be closed.

# BID VALIDITY

Proposals submitted shall remain valid until 31 Dec 2019. JWC reserves the right to request an extension of validity if a decision cannot be made within this time. Bidders will be entitled to either grant or deny this extension of validity. JWC will interpret a denial as a withdrawal of the proposal.

# DURATION OF THE CONTRACT

The contract awarded through this RFQ will be for an initial product delivery and a subsequent period effective from a date agreed, with the option to extend the contract at the minimum one (1) year at a time. Notice of execution of the optional year(s) will be provided in writing by the Contracting Officer no later than 60 days prior to current contract expiration date.

# BID EVALUATION

## Responsibility

The evaluation of Bids and the determination as to the responsiveness and technical adequacy of the services offered will be the responsibility of JWC Contract Award Committee (CAC) and shall be based on information provided by the bidders. JWC is not responsible for seeking any information that is not easily identified and available in the proposal package.

## Price Comparison

For the purpose of price comparison, all quoted prices will be in NOK.

## Evaluation Process

JWC CAC will make the evaluation of bids solely on the basis of the requirements specified in this RFQ. Bids will be evaluated by the CAC based upon the technical and price proposals received from the bidders in response to this RFQ. The contract shall be awarded to the bidder submitting the admissible bid proposing the ***Lowest Priced Technical Compliant*** offer.

1. The Financial Proposal
2. The financial proposal must be presented in the format provided in Annex C. The form should not be altered by the Bidder.
3. Prices must be quoted in NOK.
4. Prices must be quoted free of all duties, taxes (such as VAT) and other charges.
5. Costs incurred in preparing and submitting tenders are borne by the bidder and shall not be reimbursed.
6. For the purpose of award, the two quoted figures (Documentation Package and Hourly Rate) will be added together.

# COMMUNICATIONS AND CONTACTS FOR CLARIFICATION

## Communications in General

Any communications related to this RFP, between a prospective bidder and JWC shall only be through the JWC Contracting Officer and/or JWC Contracting Specialist; only such persons may, during the solicitation and evaluation period, answer inquiries regarding this RFP. There shall be no contact with regards to this RFP with other JWC or NATO personnel. This is to maintain all bidders on an equal and competitive footing. Bidders not following this rule will be disqualified.

## Bidders Request for Clarification

Bidders should seek clarification as soon as possible. Any explanation desired by a bidder regarding the meaning or interpretation of this RFP, specifications etc., must be requested in writing (letter or email) to the Contracting Officer and/or Contracting Specialist. The Contracting Officer must receive clarification requests at least ten (5) days before bid closing. It is the Contracting Officer’s exclusive right to deny or grant an extension of the closing date.

Information given to a bidder will be furnished to all prospective bidders, by way of a clarification to the RFP. Oral explanations or instructions will not be binding unless confirmed in writing by the Contracting Officer and/or Contracting Specialist.

## Clarification of Proposals and Discussions

During the proposal evaluation process, JWC reserves the right to discuss any proposal with the bidders in order to clarify what is being offered (technical capabilities, financial information, investment plan, etc.) and to resolve any potential areas of non‑compliance. However, no change to the content of the proposal (technical, financial, etc.) shall be permitted.

## Point of Contact

Mr Kjetil Sand, Contracting Officer

Tel: +47 52 87 92 90

E-mail address: kjetil.sand@jwc.nato.int

All correspondence is also to be forwarded to group email box: **pcs@jwc.nato.int**

Joint Warfare Centre

BUDFIN – Purchasing and Contracting Branch

ATTN: Kjetil Sand

P.O. Box 8080

Gamle Eikesetveien 29

N-4068 Stavanger

Norway

**ANNEXES:**

PART I Annex A - Past Performance Sheet

PART I Annex B - Qualifications Matrix

PART I Annex C - Price Proposal

Annex A – Past Performance in accordance with Part III, paragraph 4.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Type of Contract/ Summary of Work**  | **Samples of Work** | **Name of Company/ Agency**  | **Period of Performance** | **Contact**  | **E-mail address**  | **Phone** |
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Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name & Title:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Company:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Bid Reference: JWC-19-R-0013\_

Annex B – Qualifications Matrix in accordance with Part III, paragraph 3

|  |  |
| --- | --- |
| **Required Qualifications** | **Company Response** |
| Must have in-depth, recent experience in NATO Intelligence production. |  |
| Must have in-depth, recent experience in NATO Operational Level Exercise planning and execution. |  |
| Must have knowledge and understanding of a peer adversary on a wide range of NATO strategic, operational and tactical military thinking, including all military domains. |  |
| Must be able to support writing with adequate illustrations, integrated in the product according to document structure (Part III - ANNEX A). |  |
| Should have working experience with JWC. |  |
| Should have in-depth experience as an Intelligence Analyst at operational HQ level. |  |
| Should have good understanding and knowledge of the NATO planning processes. |  |

Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name & Title:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Company:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Bid Reference: JWC-19-R-0013\_

Annex C – Price Proposal – Bid Form

|  |  |  |
| --- | --- | --- |
| **Price Proposal – JWC OPFOR Documentation Package-JWC-19-R-0013** | Product | XX Nov 2019 – 31 Mar 2020 |
| Opt Per 1 | 1 Apr 2020 – 31 Dec 2020 |
| Opt Yr 2 | 1 Jan 2021 – 31 Dec 2021 |
| Opt Yr 3 | 1 Jan 2022 – 31 Dec 2022 |
| Opt Yr 4 | 1 Jan 2023 – 31 Dec 2023 |

|  |  |  |  |
| --- | --- | --- | --- |
| CLIN | Description | Fixed price/rate in **NOK** |  |
| **0001** | **Firm Fixed Price for Documentation Package** |  |
| CLIN |  | Opt Period 1 | Option Year 2 | Option Year 3 | Option Year 4 |
| **0002** | **Firm Fixed Price – rate per Work Unit\*** |  |  |  |  |
|  |  |  |  |  |  |  |  |
| Comments from Bidder:  |

\*As defined in Part I, paragraph 2.

PLEASE NOTE: Notice of execution of the optional period/year(s) will be provided in writing by the Contracting Officer

The prices are firm and fixed for the four periods.

Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Signature:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name & Title:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Company:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Bid Reference: JWC-19-R-0013

**PART II**

**SECTION A - GENERAL PROVISIONS**

**The applicable General Terms & Conditions are found** [**here.**](http://www.jwc.nato.int/images/stories/_news_items_/2016/JWC_GENERAL_TERMS_AND_CONDITIONS_2016June.pdf)

**PART II**

**SECTION B – PER NATURE OF THE CONTRACT**

### SCOPE

These Special Terms and Conditions address all issues pertaining to Deliverables to be rendered by the Supplier to JWC under this Contract, thereby taking precedence over the JWC General Terms and Conditions.

### TRAVEL

1. Travel by Contractors in support of the JWC mission will only be performed when a member of the approved International JWC Peacetime Establishment is unable to perform the mission.
2. Since Tasked Travel may be required during the period of performance, it will be up to the COTR to identify requirements, as well as to obtain advance approval from the Contracting Officer on travel costs.
3. Once Contractor travel has been established under a Contract/Purchase Order and the Supplier’s personnel is tasked to travel, the JWC Contractor Travel Request form must be filled out and approved prior to any travel being conducted.
4. The JWC Travel Office will set the Transport Ceiling Cost and at that time the Supplier may elect to book their transportation with the JWC Travel Office.
5. Transport tickets purchased through the JWC Travel Office will be paid by JWC, and the applicable travel line of the Contract/PO will be charged. These costs will not be invoiced by, or paid to, the Supplier. When transport tickets are purchased through another source, only documented cost up to the provided ceiling allocated by the JWC Travel Office, will be reimbursed to the Supplier.
6. Expenses for travel will be in addition to the firm-fixed-price rates for contracted deliverables and Work Units presented herein. When air or train transportation is utilized as the primary mode, the ceiling price will be based on the lowest economy class non-refundable whenever such fare is available. Travel must be on Economy Class fares (any extras, such as, but not limited to additional baggage/seat choice/legroom/etc. will be at Suppliers own expense).
7. Within the scope of this Contract, Supplier Personnel are not required to travel outside the NATO/PfP Area. Should travel to Areas of Operation/s (AO) be required in order to comply with the tasks stated in this Contract, a separate annex will be concluded between the Parties. If the parties fail to reach an agreement and conclude an annex within 3 weeks from a date announced by JWC, JWC holds the right to terminate the entire Contract.
8. The Supplier should submit an invoice for travel within ten (10) working days after completion of the travel. Such invoice must contain copies of all relevant back-up documentation in addition to JWC signed approval of the travel.
9. Expenses claimed more than three (3) months subsequent to the completion of the travel will not be compensated.
10. Upon termination or expiry of this Contract the deadline for submitting travel expense claims is one (1) month from the date of Contract termination or expiry.

### SUPPLIER RESPONSIBILITY FOR SUPPLIER PERSONNEL

The Supplier, and in the case being, the sole proprietor, as the employer of the Supplier Personnel providing deliverables under this Contract shall be fully responsible for all insurances, emoluments as well as taxes and payments to the health, social security, registration fees, the contractor’s running costs and any other applicable mandatory contributions. In case of duty travels to high risk areas required by JWC, the Supplier may be reimbursed the insurance costs by JWC, if so decided by the Contracting Officer.

### WORK SPACE

If specifically provided for in the SOW, JWC will provide working spaces for the Supplier Personnel.

### REPRESENTATION OF JWC/NATO

When dealing with third parties during the execution of this Contract, the Supplier Personnel shall present themselves as representatives of the Supplier working under contract for JWC/NATO. Supplier Personnel shall not take decisions or commitments for JWC/NATO.

**PART III**

**SECTION A – CONTRACT MANAGEMENT DATA**

### EFFECTIVE DATE AND DURATION

The duration of the Base Contract is from **XX–NOVEMBER-2019 THROUGH 31–MARCH-2020.**

**Options:**

Period 1: 01 Apr 20 – 31 Dec 20

Year 2: 01 Jan 21 – 31 Dec 21

Year 3: 01 Jan 22 – 31 Dec 22

Year 4: 01 Jan 23 – 31 Dec 23

### TYPE OF CONTRACT

This is a Firm Fixed Price Contract; one Fixed Price Product and subsequent Level of Effort for the maintenance and update of the Product.

1. **REMUNERATION AND PRICES**

All prices are firm fixed and shall be in accordance with **Bidding Instruction Bid Form Annex C**. All prices are in **NOK** and exclusive of Value Added Tax (VAT).

### POINTS OF CONTACTS

The SUPPLIER shall direct all inquiries, notices and communications regarding this Contract to the Contracting Officer, which may be personally delivered, mailed, or copied, to the following Points of Contact:

Mr Kjetil Sand, Contracting Officer

Tel: +47 52 87 92 90

E-mail address: kjetil.sand@jwc.nato.int

The SUPPLIER’s POC is:

**PART III - SECTION B – STATEMENT OF WORK**

1. **Introduction**

The Joint Warfare Centre (JWC) was established on 23 October 2003 at Jåttå, Stavanger, Norway and aligned as a subordinate command of Headquarters Supreme Allied Commander Transformation (HQ SACT), Norfolk, Virginia, United States. JWC is NATO's collective training and exercise facility at the strategic and operational level.

In addition to this robust, highly realistic and demanding training, JWC conducts joint and combined capability integration, concept and doctrine development to improve NATO's operational readiness and interoperability.

JWC must propose and deliver settings and scenarios to support future exercises, which requires an intimate military engagement and must meet all of the challenges and threats the Alliance faces. Within JWC Exercise, Training and Innovation Directorate, OPFOR Branch is one of the key elements, which supports and enables JWC’s core business and is vital to NATO’s training efforts. To support this purpose, a consistent, credible and useful documentation of the behavior of the opponent is needed. This will not only be used by all branches and personnel of JWC, but will contribute to the planning, production and execution of JWC’s exercises. This documentation will support also the effort of JWC Training Audiences (TA) in order to understand and assess the portrait opponent as well. It should reflect real world facts and be based up on open source knowledge related to a peer adversary to NATO.

1. **Background and Scope of Work**

JWC will coordinate the generating process for overall OPFOR documentation, used for future exercise production, delivery and execution in accordance with the JWC Commander directive 17-19. Clear, consistent and credible OPFOR Documentation, describing the overarching strategic lines, of not only military approaches is essential for further development, production and execution of future NATO main exercises portraying NATOs biggest challenges. Hereby OPFOR documentation also reflects technical, tactical and also procedural content useful also for TA planning and execution efforts.

Due to the fact that JWC has a small OPFOR branch including different SMEs, presenting the nucleus of the “opponent” in preparation for the exercises, a more complete OPFOR documentation portfolio is needed. This product should portray the relevant opponents from the strategic perspective down to the upper tactical level, being focused on a peer adversary to NATO. As mentioned before, JWC OPFOR personnel main effort is to provide a coordinating framework and the development of exercises’ opponent campaign “design”, including the execution within JWC’s exercises. OPFOR branch lacks the capacity to produce the required documentation. To fill this capability gap, external expertise is required, to provide the missing OPFOR documentation supporting the JWCs and TAs efforts.

The desired end state of this work stream will be a documentation portfolio that details the strategic approach, guidelines of operations and doctrinal elements for all of the domains and TTPs down to upper tactical level of a peer adversary to NATO in accordance with the outlined document structure in Annex A. It will be used as a baseline for further development by JWC OPFOR branch. Pending the later fusion of classified materials the desired product is to be handled in accordance with NATO regulation in terms of NATO security policies and should be based on unclassified open source data.

Based up the given fact, that the described subject of the documentation may change over the next months and years, updates and redefining is needed and should be implemented periodically by the contracted company after assessment by JWC ET&I, OPFOR Branch.

1. **Required Qualifications**
* Must have in-depth, recent experience in NATO Intelligence production.
* Must have in-depth, recent experience in NATO Operational Level Exercise planning and execution.
* Must have knowledge and understanding of a wide range of a peer adversary to NATO strategic, operational and tactical military thinking, including all military domains.
* Must be able to support writing with adequate illustrations, integrated in the product according to document structure (ANNEX A).
* Should have working experience with JWC.
* Should have in-depth experience as an Intelligence Analyst at operational HQ level.
* Should have good understanding and knowledge of the NATO planning processes.
1. **Proof of Past performance**

In support of the required qualifications stated above, the SUPPLIER shall document that it has successfully performed similar work as specified in this Statement of Work. This resume shall illustrate performance and include:

1. Summary of work performed: Overview of products which are same or similar to what we requesting.
2. Samples of above-mentioned work; e.g. Scenario supporting products in form of intelligence summaries starting from the upper tactical level up to strategic descriptions.
3. Name of client(s)
4. Date(s) of work performance
5. Contact information
6. **Products and Taskings**

The Documentation Package will include at least:

* Main body (content in accordance with the Document Structure outlined in Annex A-a.)
* Placeholder for the Preface (to be produced by JWC)
* Placeholder for Appendix (content in accordance with the Appendix Structure outlined in Annex A-b.)
* Illustrations supporting the readability of the product

The Documentation Package (and any subsequent products) must (be):

* in English
* meet publishing standards
* delivered in a MS - WORD document format
* ready for printing

Tasks are such as, but not limited to:

* Produce the Documentation Package on a peer adversary to NATO on open source data. The sources of data must be fully documented and referenced.
* Provide status on progress of work on regular basis.
* Following delivery and acceptance of version 1.0 of the Documentation Package; provide further development and maintenance support as and when requested.
1. **Schedule of Delivery**
2. The project is to start as soon as possible after contract signature and NLT 29 November 2019.
3. The Schedule of Delivery is:
	1. First complete product draft to be delivered 20 January 2020.
	2. Regular update (progress of work) to be delivered 17 February 2020 and 16 March 2020.
4. Version 1.0 of the Documentation Package has to be delivered by 31 March 2020.
5. The overall project will be completed NLT 31 December 2023.
6. **Acceptance Criteria**
7. The services provided will be accepted when the final OPFOR documentation is ready and fully coordinated to be used in JWC exercises.
8. JWC will provide the SUPPLIER with adequate feedback to the delivered product drafts in support of the further development and production.
9. **Place of Performance**

The work will be done at contactors official office address. Any changes to this requirement will be negotiated separately.

1. **Security Considerations**

For the performance of the contract, the Company’s personnelinvolved in this work, and if visiting JWC, willbe required to obtain a NATO SECRET security clearance or equivalent national level. The SUPPLIER’s representative(s) must be citizens of a NATO Nation. The release of classified or unclassified project related information to authorities or persons outside the project (non-participants) without prior approval is expressly prohibited.

Part III - ANNEX A – Documentation Package - Document structure

* 1. Chapter
	2. National Security Strategy
	3. Military Doctrine
	4. Armed Forces Structure
	5. Land Forces
	6. Air Force
	7. Maritime Forces
	8. Special Forces
	9. Space Domain
	10. Cyber Domain
	11. Nuclear Weapon Policy
	12. Hybrid Warfare
	13. Reflexive Control and MASKIROVKA
	14. Intelligence Service Integration and Interaction
	15. Electronic Warfare
	16. A2AD
	17. Logistics
	18. The Reconnaissance - Strike Complex
	19. Brigade/Battalion Tactical Group – BTG
	20. Armed Forces Order of Battle
	21. Principles of Offensive/Defensive Operations (LAND)
	22. Principles of Maritime Operations
	23. Principles of Air Operations
	24. Appendix
		1. Selected Ground Equipment (according JWC Database)
		2. Selected Air Equipment (according JWC Database)
		3. Selected Maritime Equipment (according JWC Database)