



**Joint Warfare Centre**  
**Reference: IFB-JWC-24-008**

Stavanger, Norway



**INVITATION FOR BID**  
**JWC-24-R-008**  
**TEMPORARY SERVICE SUPPORT**  
**WARGAMING TECHNICAL ADVISOR**



**Joint Warfare Centre**  
**Reference: IFB-JWC-24-008**

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## BIDDING INSTRUCTIONS

### 1. INTRODUCTION

- a. 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. The JWC is NATO's collective training and exercise facility at the strategic and operational level.

### 2. CLASSIFICATION

- a. This invitation for bid (IFB) is a NATO UNCLASSIFIED document releasable to the public.

### 3. DEFINITIONS

- a. The "prospective bidder" shall refer to the entity that has indicated thereon its intention without commitment, to participate in this IFB.
- b. The term "bidder" shall refer to the bidding entity that has completed a bid in response to this IFB.
- c. The term "contractor", "vendor", "supplier" shall refer to the bidding entity to whom the contract is awarded.
- d. The term "contracting officer" designates the official who executes this IFB on behalf of the JWC.
- e. The term "HQ SACT" shall refer to Headquarters Supreme Allied Commander Transformation.
- f. The term "NATO" shall refer to the North Atlantic Treaty Organisation.
- g. The term "JWC" shall refer to the Joint Warfare Centre.
- h. The term "TDD" shall refer to the Transformation Delivery Division.
- i. The term "ETI" shall refer to the JWC Exercise, Training and Innovation section.
- j. The term "days" as used in this IFB shall, unless otherwise stated, be interpreted as meaning calendar days.
- k. The term "SME" shall refer to the Subject Matter Expert.



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#### **4. SCOPE OF WORK**

- a. Provide the JWC with a suitably qualified and experienced individual to deliver Wargaming Technical Advisor support, advice and act as a SME to the JWC, providing expert advice and input on wargaming activities in support to the JWC mission.
- b. Further details can be found in Annex B – Statement of Work.

#### **5. ELIGIBILITY**

- a. This Simplified Acquisition is open to Governmental or Commercial entities that:
  - i. Originate and are chartered/incorporated within NATO member nations.
  - ii. Maintain a professionally active facility (office, factory, laboratory, etc.) within NATO-member nations
  - iii. Provide the funding for the aforementioned requirement
  - iv. Have successfully performed the services, or services of a substantially similar nature as described within the last four (4) years.
  - v. At the time of bidding, bidders must be legally authorised to operate this kind of business in any of the NATO-member nations
  - vi. Due to the short time scale expected between Contract Award and Contract start date on this occasion the JWC can only accept proposed candidates who hold NATO Secret or National equivalent Security Clearance.

#### **6. TYPE OF CONTRACT**

- a. Single award. Firm Fixed Indefinite Delivery Indefinite Quantity (IDIQ) Ordering Contract.

#### **7. DURATION OF CONTRACT**

- a. Base Period: 01 January 2025 – 31 December 2025
- b. Option Period 1 (Subject to funding and Programme of work):
  - i. 01 January 2026 – 31 December 2026.

#### **8. EXEMPTION OF TAXES**

- a. Specifically, under Article 14, paragraph 14-2, sub-item g) (1) of the Supplementary Agreement between the Kingdom of Norway and Headquarters Allied Command



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Transformation and Supreme Headquarters Allied Powers Europe, the Supplier, acting on behalf of the JWC, is granted tax exemption on sales under this Contract.

## **9. AMENDMENT OR CANCELLATION**

- a. The JWC reserves the right to amend or delete any one or more of the terms, conditions, or provisions of the IFB prior to the date set for bid closing. A solicitation amendment or amendments shall announce such action.
- b. The JWC reserves the right to cancel, at any time, this IFB either partially or in its entirety. No legal liability on the part of the JWC shall be considered for recovery of costs in connection to bid preparation. All efforts undertaken by any bidder shall be done considering and accepting, that no costs shall be recovered from the JWC.

## **10. SECURITY CONSIDERATIONS**

- a. The individual provided to support this requirement must be in possession of valid Security Clearance at the level of NATO Secret or National equivalent at the time of response to this IFB, they are required to maintain this level of security clearance for the duration of the Contract.
- b. The Supplier, its employees and sub-Contractors shall be responsible for the safeguarding of NATO classified Information, material and equipment entrusted to them or generated by them in connection with the performance of the Contract.
- c. Failure to abide by the JWC security rules, policy and procedures shall be considered a material breach and grounds for immediate termination.

## **11. CONFIDENTIALITY**

- a. The Company shall keep confidential any information obtained under or in connection with the Contract and shall not divulge the same to any third party without the prior written consent by the JWC.

## **12. AWARD CRITERIA**

- a. The JWC intends to award a firm fixed price contract to the Bidder whose bid represents the Lowest Price Technically Compliant Bid.
- b. Further details on Bid Evaluation process for Admin, Technical and Pricing is contained in Section 22.
- c. The JWC collect information from references provided by the Bidder concerning its past performance. Contractors must provide authorization to contact references. The JWC reserves the right to negotiate minor deviations to the listed JWC General Terms and Conditions to this IFB.



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- d. In the event where two or more Bidders are deemed lowest priced, technically compliant. Then the JWC reserves the right to award Contract to the Bidder whose candidate can successfully commence services the earliest, or the JWC may ask for best and final offers in order to break the tie.

### **13. PARTIAL BIDDING**

- a. Partial Bidding is not authorised for this requirement.

### **14. BID CLOSING DATE**

- a. The closing time and date is 13:00 CEST on 19 November 2024

### **15. BID SUBMITTAL**

- a. Bid responses should be submitted electronically PDF/Excel format to the following email addresses
  - i. [JWC-SPT-BUDFIN-P&C@jwc.nato.int](mailto:JWC-SPT-BUDFIN-P&C@jwc.nato.int) and [julie.hansen@jwc.nato.int](mailto:julie.hansen@jwc.nato.int)
- b. Email subjects shall include the solicitation information along with Bidder's company name (for example: IFB-JWC-24-008\_ABC Inc.).
- c. Allow sufficient time in your submission should you encounter email size challenges.
- d. The JWC reserves the right to automatically disqualify bids received after the deadline. No hard copy proposals are accepted.
- e. Prices shall be on a Firm Fixed Price Basis and include any relevant discount schedule.
- f. It is the ultimate responsibility of a prospective bidder prior to submission that all proposal submissions are reviewed to ensure they meet the technical, contractual and administrative specifications and that offers complies with all conditions.

### **16. LATE PROPOSALS**

- a. It is solely the bidder's responsibility that every effort is made to ensure that the proposal reaches the JWC prior to the established closing date and time. Only if it can be unequivocally demonstrated that the late arrival of the bid package was the result of NATO staff negligence (mishandling) shall the bid be considered.
- b. A delay in email exchange due to the server or size restrictions does not constitute a delay by NATO.



## **17. BID WITHDRAWAL**

- a. A bidder may withdraw their bid up to the date and time specified for bid closing. Such a withdrawal must be completed in writing or facsimile, with attention to the JWC Contracting Officer.

## **18. BID VALIDITY**

- a. Bids shall remain valid for a period of one hundred and twenty days (120) from the applicable closing date set forth within this IFB.
- b. The JWC reserves the right to request an extension of validity. Bidder shall be entitled to either grant or deny this extension of validity.
- c. The JWC shall automatically consider a denial to extend the validity as a withdrawal of the bid.

## **19. CURRENCY**

- a. Bids must be submitted in NOK only.
- b. Bidders are also advised that all invoices and payments are made in the currency agreed in the contract
- c. Any bank charges related to any payments outside Norway are the sole responsibility of the Bidder.

## **20. CLARIFICATIONS**

- a. The deadline for submission of clarification questions is 12-November-2024
- b. Prospective Bidders should seek clarification at their earliest convenience. Any explanation regarding the meaning or interpretation of this IFB, terms, clause, provision, or specifications, shall be requested in writing from the Contracting Officer.
- c. Clarification questions should be submitted in writing to the following email addresses;
  - i. [Timothee.Maillefer@jwc.nato.int](mailto:Timothee.Maillefer@jwc.nato.int) and [julie.hansen@jwc.nato.int](mailto:julie.hansen@jwc.nato.int)
- d. Information in response to all inquiries / requests for clarification to a prospective bidder(s) shall be furnished to all prospective bidders either via email or at the following link:  
<https://www.jwc.nato.int/index.php/organization/contracting#Procurements> as a Clarification Log.





- e. Any addendums and any necessary solicitation amendments shall be incorporated into this IFB. Oral Interpretations shall not be binding.

## 21. CONTENT OF PROPOSAL

a. Administrative Proposal

- i. Compliance Statement – Annex A-1
- ii. Certificate of Legal Name of Bidder – Annex A-2
- iii. Certificate of Independent Determination – Annex A-3
- iv. Certificate of Exclusion of Taxes and Charges- Annex A-4
- v. Certificate of Bid Validity – Annex A-5
- vi. Certificate of Authorization to Perform – Annex A-6

b. Technical Proposal

- i. Completed Technical Requirement Matrix (Annex C-1, C-2 and C-3) and Supporting CV/Resume in compliance with Annex B- SOW.

c. Price Proposal

- i. Completed Pricing Schedule

## 22. BID EVALUATION

- a. The evaluation of bids and determination as to the responsiveness and technical adequacy or technical compliance, of the products or services requested, shall be the responsibility of the JWC. Such determinations shall be consistent with the evaluation criteria specified in the IFB. The JWC is not responsible for any content that is not clearly identified in any proposal package.
- b. **Bidders may offer 1-3 candidates (minimum 1 candidate). The Supplier is asked to prioritize them.**
- c. Due to the highly technical nature of these requirements, the JWC reserves the right to conduct pre-award discussions with proposed key personnel to accurately assess identified technical competencies. Discussions are limited to scope of this IFB and the evaluation criteria identified.
- d. Proposals shall be evaluated and awarded taking into consideration the following factors:

1.  $(\text{WU Rate 2025} \times 220) + (\text{WU Rate 2026} \times 220) + \text{Flight Cost} = \text{Total Cost}$

- a. All communication related to this IFB, between a prospective bidder and the JWC shall only be through the nominated JWC Contracting Officer. Designated contracting staff shall assist the JWC Contracting Officer in the administrative process.
- b. There shall be no contact with other JWC personnel in regards to this IFB. Such adherence shall ensure Fair and Open Competition with equal consideration and competitive footing to all interested parties.

- a. JWC Contracting Officer – Ms. Julie Hansen.
  - i. Email: [julie.hansen@jwc.nato.int](mailto:julie.hansen@jwc.nato.int)
- b. JWC Contracting Administrator/Staff Officer - Timothee Maillefer
  - i. Email: [Timothee.Maillefer@jwc.nato.int](mailto:Timothee.Maillefer@jwc.nato.int)

a. The JWC General Terms and Conditions shall apply and can be found under the “Contracting Clauses” tab at <https://www.jwc.nato.int/index.php/organization/contracting#Procurements>



## ANNEX A-1 COMPLIANCE STATEMENT

It is hereby stated that our bid to IFB-JWC-24-008 is fully compliant with the Bidding Instructions, the JWC General Terms and Conditions and Statement of Work (annex B) as contained with:

☐

No Exceptions

OR

☐

The following exceptions(s):

Part	Section/Paragraph	Description of Deviation



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**ELIGIBILITY:**

Description of the successfully performed the services or services of a substantially similar nature as described within the last four (4) years:

	<b>Contractor</b>	<b>If NATO's contractor, Contract number</b>	<b>Description of the contract</b>
<b>1</b>			
<b>2</b>			
<b>...</b>			

.....

Date (DD.MM.YYYY)

.....

Signature of Authorized Representative

.....

Name

.....

Company

**Signature:**

**Bid Reference IFB-JWC-24-008 – ANNEX A-1**



## ANNEX A-2 CERTIFICATE OF LEGAL NAME OF BIDDER

This Bid is prepared and submitted on behalf of the legal corporate entity specified below;

<b><u>Company Information</u></b>	<b><u>Response</u></b>
Legally Registered Corporate Name	
Division (if applicable)	
Sub Division (if applicable)	
Official Mailing Address	
Official Email Address	

<b><u>Company Individual Responsible for Bid Submission (Primary)</u></b>	<b><u>Response</u></b>
Name	
Position	
Telephone and/or mobile	
Official Email Address	

<b><u>Company Individual Responsible for Bid Submission (Alternative)</u></b>	<b><u>Response</u></b>
Name	
Position	
Telephone and/or mobile	
Official Email Address	



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.....

Date (DD.MM.YYYY)

.....

Signature of Authorized Representative

.....

Name

.....

Company

**Bid Reference: IFB-JWC-24-008 – ANNEX A-2**



## ANNEX A-3, CERTIFICATE OF INDEPENDENT DETERMINATION

1. Each Bidder shall certify that in connection with this procurement:
  - a. This Bid has been arrived at independently, without consultation, communication or agreement, for the purpose of restricting competition, with any other Bidder or with any competitor;
  - b. The contents of this bid have not been knowingly disclosed by the Bidder and will not knowingly be disclosed by the Bidder prior to award, directly or indirectly to any other Bidder or to any competitor, and
  - c. No attempt has been made, or will be made by the Bidder to induce any other persons or firm to submit, or not to submit, a Bid for the purpose of restricting competition.
2. Each person signing this Bid shall also certify that he/she is the person in the Bidder's organization responsible within that organization for the decision as to the bid and that he has not participated and will not participate in any action contrary to 1(a) through 1(c) above, or
  - a. They are not the person in the Bidders' organisation responsible within that organisation for the bid but that they have been authorized in writing to act as agent for the person responsible for such a decision in certifying that such persons have not participated and will not participate in any action contrary to 1(a) through 1(c) above, and as their agent does hereby so certify, and
  - b. They have not participated and will not participate in any action contrary to 1(a) through to 1(c) above.

.....

Date (DD.MM.YYYY)

.....

Signature of Authorized Representative

.....

Name

.....

Company

**Bid Reference: IFB-JWC-24-008 – ANNEX A-3**



## ANNEX A-4, CERTIFICATE OF BID VALIDITY

I, the undersigned, as an authorized representative of the firm submitting this bid, do hereby certify that the pricing and all other aspects of our offer remain valid for 120 days after the proposal have been received.

.....

Date (DD.MM.YYYY)

.....

Signature of Authorized Representative

.....

Name

.....

Company

**Bid Reference: IFB-JWC-24-008 – ANNEX A-4**





## ANNEX A-5, CERTIFICATE OF EXCLUSION OF TAXES AND CHARGES

I hereby certify that the prices offered in the price proposal of this bid exclude all taxes, duties and customs charges from which the JWC has been exempted by way of international agreement.

.....

Date

.....

Signature of Authorized Representative

.....

Name

.....

Company

**Bid Reference: IFB-JWC-24-008 – ANNEX A-5**



## ANNEX A-6, CERTIFICATE OF AUTHORIZATION TO PERFORM

1. The Supplier warrants that:

- a. The SUPPLIER and sub-contractors, if any, have been duly authorized to operate and do business in Norway; the SUPPLIER and sub-contractors, if any, have obtained all necessary licenses and permits required in connection with the contract; that SUPPLIER and sub-contractors, if any, are fully comply with all the laws, decrees, labour standards and regulations of Norway during performance of this contract and that no claim for additional moneys with respect to any authorizations to perform are made upon the JWC.
- b. The Supplier has adequate financial resources, or the ability to obtain them, to perform all activities related to the ANNEX B: SOW.
- c. All effort by the Supplier and sub-contractors, if any, related to this SOW, are performed NATO Nationals with the required security clearances.
- d. The Supplier, involved Supplier personnel and sub-contracts, if any, have not been suspended or debarred form contract work at any NATO body.

.....

Date (DD.MM.YYYY)

.....

Signature of Authorized Representative

.....

Name

.....

Company

**Bid Reference: IFB-JWC-24-008 – ANNEX A-6**



## ANNEX B: Statement of Work (SOW)

### TEMPORARY SERVICE SUPPORT WARGAMING TECHNICAL ADVISOR

#### 1. INTRODUCTION

- a. The Joint Warfare Centre (JWC) provides NATO's focal point for supporting the preparations for readiness of units in the full spectrum of joint Operational-level warfare by planning and executing static and distributed joint Operational-level training, in accordance with Supreme Allied Commander Europe (SACEUR's) requirements.
- b. In addition, the JWC supports concept development and the maintenance of joint Operational doctrine and standards, and coordinates the integration into exercises of experimentation and capability development in order to maximize Transformational efforts to improve NATO's interoperability, capabilities and operational effectiveness
- c. The JWC's principal mission is to train NATO Command Structure (NCS) and NATO Force Structure (NFS) headquarters at the operational level to ensure they remain interoperable and fully integrated.
- d. The JWC is the main enabler of NATO's Command Post and Computer Assisted Exercises (CPX/CAX) and it is the only NATO organization that creates, maintains and develops synthetic battlespace scenarios used for many National and NATO Joint Force Command certification exercises.
- e. As part of its unique "Warfare" enterprise, the JWC supports NATO's Joint Warfare Development through analysis and doctrine development processes, integration of new concepts and doctrine, experimentation as well as collecting, analysing and sharing Lessons processes.
- f. The JWC assists Allied Command Operations (ACO) in evaluating joint force training and has formal links with both Strategic Commands as well as national and multinational training centres.
- g. To achieve this goal the ETI is looking to award a non-personal service Contract to supply a suitably qualified and experienced person to be a wargaming technical adviser.



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## **2. SCOPE OF WORK**

- a. Location: Stavanger, Norway, on-site at Joint Warfare Centre, with a requirement to travel for work related conference/meetings etc., to other NATO members and NATO partner countries. For 2025, the estimate is 8 trips, generally for one week each.
- b. Seeking One (1) Candidate (funding confirmed), up to Three (3) (subject to funding and Programme of work)
- c. The support service is required onsite at the JWC, Stavanger, Monday-Friday 07:30 to 15:30 (local time) for routine operations. Occasional weekend working may be required in accordance with the JWC POW. Weekend work is subject to same WU rate as work carried out Monday-Friday.
- d. For continuity of service and avoidance of duplication in terms of training and the JWC familiarisation, it is required, where possible, that a single individual is supplied to deliver the service for each position in question for the duration of the Contract.

## **3. TYPE OF CONTRACT AND PERIOD OF PERFORMANCE**

- a. Type of Contract
  - i. Single Award, Firm Fixed Price, Indefinite Delivery Indefinite Quantity (ID/IQ) Non-personal Services Contract. The JWC has anticipated the number of WU required during each Contract period, this is subject to final funding arrangements.
- b. Contract Base Period
  - i. The base ordering period of service under this Contract shall be effective (planned) 01 January 2025 - 31 December 2025 (minimum order in 2025 will be at least 200 Work Units for 1 candidate).
- c. Contract Option Periods
  - i. There is one (1) option ordering period (subject to funding and Programme of work):
  - ii. Option Ordering Period 1: 01/01/2026 – 31/12/2026
- d. Anticipated Work Units (WU) (Subject to Funding and subject to agreement of Programme of Work)
- e. Base Period – approx. 220.
  - i. Option Period 1 – approx. 220



#### **4. TASKING AND DELIVERABLES**

- a. Provide experienced/authoritative advice and support to the TDD Wargaming Branch regarding design, development and delivery/execution of professional wargames for military strategic- and operational-level participants.
- b. Interact closely with sponsors and other stakeholders to gather and assess requirements, aims, objectives and other considerations to enable design of wargames to properly support needs.
- c. Lead development of wargame products and materials to include design documents, player instructions, player templates, facilitation guides, scenario/model/script and other materials as needed.
- d. When tasked, directly support the JWC staff project lead in designing, developing and executing specific wargame(s). May also include acting as Facilitator or Moderator during execution.
- e. Provide guidance and advice to less-experienced wargame designers/developers (the JWC staff and mission partners) on their projects.

#### **5. REQUIRED EXPERIENCE/QUALIFICATION OF PERSONNEL FOR STATEMENT OF WORK**

- a. A valid and active NATO Security Clearance.
- b. A minimum of 5 years of relevant professional experience in wargaming and demonstrated success in design and development wargames for use in a professional environment, for serious purposes rather than for entertainment. Up to 2 years of documented experience in design and execution of strategic- and operational-level exercises may count toward this requirement.
- c. Documented 2 years of experience in a military, national, or NATO headquarters, ideally including design and execution of strategic- and operational-level exercises and/or wargames. (Optional if no candidates have met this criterion).
- d. At least 2 years in a leadership role in wargame design and development.
- e. A wargaming experience in a wide range manual (e.g. table-top) game formats; experience in computer-supported games or simulations is useful but not required.
- f. An experience in facilitating or leading group activities (e.g. wargames, discussions, working groups).



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- g. Fluent in English (Listening, Speaking, Reading and Writing) (STANAG 6001, Levels: 3333).
- h. A proactive mindset and strong facilitation skills.
- i. Demonstrate integrity and act consistently with organizational values.

## **6. FURNISHED MATERIALS AND SERVICES**

- a. NATO Supplied: Workspace, standard office equipment, required computer hardware and software

## **7. REQUIRED TRAVEL FOR PERSONNEL SERVICES CONTRACTS**

- a. Travel by contractors in support of the JWC mission are only performed when a member of the approved Peacetime Establishment is unable to perform the mission.
- b. Once a requirement for tasked travel has been established, the JWC Contractor Travel Request form must be filled out and approved prior to any travel being conducted. The in-house Travel Office set the Transportation Ceiling cost and at that time the contractor may elect to book their transportation with the in-house travel office or through the Supplier.
- c. When the in-house travel office purchases transport tickets, these costs are not invoiced by or paid to the Supplier. When transport tickets are purchased through another source only the ceiling cost allocated by the in-house travel agency is reimbursed to the contractor company.
- d. Per diem is based on the NATO daily subsistence allowance, which covers meals, lodging, incidental expenses. This rate varies by location and adjust to the current exchange rate. Per Diem Reimbursement is only made at these rate amounts.
- e. Separate Purchase Orders are made for each Special Tasked Travel requirement and sent to the Contractor for acceptance prior to commencing travel. This additional purchase order shall be invoiced separately upon completion of the tasked travel.

## **8. SECURITY CONSIDERATIONS FOR THE DELIVERABLES**

- a. Deliverables under this Contract range from NATO Unclassified (NU) to NATO Secret (NS) and the Contractor and its personnel shall adhere to all application NATO and the JWC Policy on the security and use of such information.



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- b. All products created by the Supplier under this Contract are to be original and are the property and under copyright of the JWC, unless otherwise specifically stated in this Contract.

## **9. PHYSICAL SECURITY**

- a. Contractor's personnel shall be in possession of a national and/or NATO security clearance at the level of Secret and provide all necessary information to the JWC security office in order to validate this clearance.



## ANNEX C-1: Technical Submission Template Candidate 1

Company Name:	[Bidder Completed]
Proposed Candidate Name:	[Bidder Completed]
Proposed Candidate Nationality (identify if multiple citizenship/nationality):	[Bidder Completed]
<b>Requirement</b>	CV Page, Paragraph or Line Number or other evidence supplied demonstrating how Supplier and/or Suppliers personnel meet the criteria and how.
A minimum of 5 years of relevant professional experience in wargaming and demonstrated success in design and development wargames for use in a professional environment, for serious purposes rather than for entertainment. Up to 2 years of documented experience in design and execution of strategic- and operational-level exercises may count toward this requirement	[Bidder Completed]
Documented 2 years of experience in a military, national, or NATO headquarters, ideally including design and execution of strategic- and operational-level exercises and/or wargames. (Optional if no candidates have met this criterion).	[Bidder Completed]
At least 2 years in a leadership role in wargame design and development.	[Bidder Completed]
A wargaming experience in a wide range manual (e.g. table-top) game formats; experience in computer-supported games or simulations is useful but not required.	[Bidder Completed]
An experience in facilitating or leading group activities (e.g. wargames, discussions, working groups).	[Bidder Completed]
Fluent in English (Listening, Speaking, Reading and Writing) (STANAG 6001, Levels: 3333).	[Bidder Completed]
A proactive mindset and strong facilitation skills.	[Bidder Completed]
Demonstrate integrity and act consistently with organizational values.	[Bidder Completed]





**Joint Warfare Centre**  
**Reference: IFB-JWC-24-008**

Stavanger, Norway

**All the requirements must be filled.**

**Failure in any requirement result in automatic disqualification.**

**Note: You should also submit the Candidate's CV/Resumes alongside this completed submission Template**

Bidder Comments:

.....  
 Date (DD.MM.YYYY)

.....  
 Signature of Authorized Representative

.....  
 Name

.....  
 Company

**Bid Reference: IFB-JWC-24-008 – ANNEX C-1**



**Joint Warfare Centre**  
**Reference: IFB-JWC-24-008**

Stavanger, Norway

## ANNEX C-2: Technical Submission Template Candidate 2

Company Name:	[Bidder Completed]
Proposed Candidate Name:	[Bidder Completed]
Proposed Candidate Nationality (identify if multiple citizenship/nationality):	[Bidder Completed]
<b>Requirement</b>	CV Page, Paragraph or Line Number or other evidence supplied demonstrating how Supplier and/or Suppliers personnel meet the criteria and how.
A minimum of 5 years of relevant professional experience in wargaming and demonstrated success in design and development wargames for use in a professional environment, for serious purposes rather than for entertainment. Up to 2 years of documented experience in design and execution of strategic- and operational-level exercises may count toward this requirement	[Bidder Completed]
Documented 2 years of experience in a military, national, or NATO headquarters, ideally including design and execution of strategic- and operational-level exercises and/or wargames. (Optional if no candidates have met this criterion).	[Bidder Completed]
At least 2 years in a leadership role in wargame design and development.	[Bidder Completed]
A wargaming experience in a wide range manual (e.g. table-top) game formats; experience in computer-supported games or simulations is useful but not required.	[Bidder Completed]
An experience in facilitating or leading group activities (e.g. wargames, discussions, working groups).	[Bidder Completed]
Fluent in English (Listening, Speaking, Reading and Writing) (STANAG 6001, Levels: 3333).	[Bidder Completed]
A proactive mindset and strong facilitation skills.	[Bidder Completed]
Demonstrate integrity and act consistently with organizational values.	[Bidder Completed]



**Joint Warfare Centre**  
**Reference: IFB-JWC-24-008**

Stavanger, Norway

**All the requirements must be filled.**

**Failure in any requirement result in automatic disqualification.**

**Note: You should also submit the Candidate's CV/Resumes alongside this completed submission Template**

Bidder Comments:

.....

Date (DD.MM.YYYY)

.....

Signature of Authorized Representative

.....

Name

.....

Company

**Bid Reference: IFB-JWC-24-008 – ANNEX C-2**



**Joint Warfare Centre**  
**Reference: IFB-JWC-24-008**

Stavanger, Norway

## ANNEX C-3: Technical Submission Template Candidate 3

Company Name:	[Bidder Completed]
Proposed Candidate Name:	[Bidder Completed]
Proposed Candidate Nationality (identify if multiple citizenship/nationality):	[Bidder Completed]
<b>Requirement</b>	CV Page, Paragraph or Line Number or other evidence supplied demonstrating how Supplier and/or Suppliers personnel meet the criteria and how.
A minimum of 5 years of relevant professional experience in wargaming and demonstrated success in design and development wargames for use in a professional environment, for serious purposes rather than for entertainment. Up to 2 years of documented experience in design and execution of strategic- and operational-level exercises may count toward this requirement	[Bidder Completed]
Documented 2 years of experience in a military, national, or NATO headquarters, ideally including design and execution of strategic- and operational-level exercises and/or wargames. (Optional if no candidates have met this criterion).	[Bidder Completed]
At least 2 years in a leadership role in wargame design and development.	[Bidder Completed]
A wargaming experience in a wide range manual (e.g. table-top) game formats; experience in computer-supported games or simulations is useful but not required.	[Bidder Completed]
An experience in facilitating or leading group activities (e.g. wargames, discussions, working groups).	[Bidder Completed]
Fluent in English (Listening, Speaking, Reading and Writing) (STANAG 6001, Levels: 3333).	[Bidder Completed]
A proactive mindset and strong facilitation skills.	[Bidder Completed]
Demonstrate integrity and act consistently with organizational values.	[Bidder Completed]



**Joint Warfare Centre**  
**Reference: IFB-JWC-24-008**

Stavanger, Norway

**All the requirements must be filled.**

**Failure in any requirement result in automatic disqualification.**

**Note: You should also submit the Candidate's CV/Resumes alongside this completed submission Template**

Bidder Comments:

.....

Date (DD.MM.YYYY)

.....

Signature of Authorized Representative

.....

Name

.....

Company

**Bid Reference: IFB-JWC-24-008 – ANNEX C-3**



## ANNEX D-1: Pricing Schedule

Pricing Schedule	Priced in NOK Only
Daily WU Rate (2025) (Rate effective from 1st Jan 2025 - 31 <sup>st</sup> December 2026)	
Daily WU Rate (2026) ( Rate effective from 1st Jan 2026 - 31 <sup>st</sup> December 2026)	
Return Flight Cost to Stavanger, Norway - Only paid once, if required, during entire Contract, including any option years taken)	
Work Unit Rate (WU) is the fully burdened rate for an entire work unit (includes all general and administrative expenses, overheads and profit) for service deliverables	

Note: That the price for evaluation purposes, which form the cost score the following calculation is used (WU Rate 2025 x 220) + (WU Rate 2026 x 220) + Flight Costs = Total Cost

Bidder Comments:
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.....

Date (DD.MM.YYYY)

.....

Signature of Authorized Representative

.....

Name

.....

Company

**Bid Reference: IFB-JWC-24-008 – ANNEX D-1**