



Joint Warfare Centre

Stavanger, Norway



INVITATION FOR BID JWC-24-R-009 RISK MANAGEMENT ADVISOR SERVICES CONTRACT

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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. 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 non-classified 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/RFQ on behalf of the JWC.
- e. "Contracting Officer's Technical Representative" or "COTR" is the official who is appointed for the purpose of determining compliance of the successful bid, per the technical specifications.
- f. The term "HQ SACT" shall refer to Headquarters Supreme Allied Commander Transformation.
- g. The term "ACT" shall refer to Allied Command Transformation.
- h. The term "NATO" shall refer to the North Atlantic Treaty Organisation.
- i. The term "JWC" shall refer to the Joint Warfare Centre.
- j. The term "days" as used in this RFQ/IFB shall, unless otherwise stated, be interpreted as meaning calendar days.
- k. The term "Work Unit", "WU" is the fully burdened rate (includes all general and administrative expenses, overheads and profit) for standard 8 hour service.

4. Scope of Work

- a. Provide the JWC with a suitably qualified and experienced individual to deliver Risk Management support, advice and act as an SME to JWC, providing expert advice and input on all risk matters in support of 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. Suppliers' personnel must hold a NATO Secret Security Clearance, this should be in place before Contract Award, and failure to have sufficient clearance in place will result in bid disqualification and award being rescinded.
 - vii. Bidders should note that due to the likelihood of Suppliers personnel being involved in requirement development activities and their access and interactions with sensitive JWC information, the winning Supplier shall be ineligible for award of other JWC Contracts during the period of this Contract.
 - viii. Suppliers with existing Contracts which directly support JWC's Exercise, Training and Innovation (ET&I) and/or Warfare Development Activities are required to disclose perceived, potential and/or actual Organisational Conflict of Interests (CoI) and provide Mitigation Plans as detailed in JWC General Terms and Conditions. Acceptance of this Mitigation Plan is at sole discretion of JWC Contracting Officer.

6. Type of Contract

- a. Single award. Firm Fixed Indefinite Delivery Indefinite Quantity (ID/IQ) Ordering Contract.

7. Duration of Contract

- a. Base Period: 1st December 2024 – 31st December 2025

- b. Option Period(s) (Actual WU's ordered during each Contract period will be subject to funding and agreed JWC Programme of Work):
 - i. 01 January 2026 – 31 December 2026.
 - ii. 01 January 2027 – 31 December 2027.

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 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. JWC reserves the right to amend or delete any one or more of the terms, conditions, or provisions of the RFQ/IFB prior to the date set for bid closing. A solicitation amendment or amendments shall announce such action.
- b. JWC reserves the right to cancel, at any time, this IFB either partially or in its entirety. No legal liability on the part of 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 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. 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 the Bid Evaluation process for the Administrative, Technical and Pricing elements of the bid response is contained in Section 22.
- c. JWC will collect information from references provided by the Bidder in regard to its past performance. Contractors must provide authorization to contact references. JWC reserves the right to negotiate minor deviations to the listed General Terms and Conditions to this IFB.
- d. In the event where two or more Bidders are deemed lowest priced, technically compliant. Than JWC reserves the right to award Contract to the Bidder whose candidate can successfully commence services the earliest, or 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 20th November 2024

15. Bid Submittal

- a. Bid responses should be submitted electronically PDF format to the following email addresses;
 - i. PCS@jwc.nato.int and Raymond.Darnell@jwc.nato.int
- b. Email subjects shall include the solicitation information along with Bidder's company name for example: IFB-JWC-24-009_ABC Inc.).
- c. Allow sufficient time in your submission should you encounter email size challenges.
- d. JWC reserves the right to automatically disqualify bids received after the deadline. No hard copy proposals will be 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 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. JWC reserves the right to request an extension of validity. Bidder shall be entitled to either grant or deny this extension of validity.
- c. 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 will be made in the currency agreed in the contract
- c. Any bank charges related to any payments outside Norway will be the sole responsibility of the Bidder.

20. Clarifications

- a. The deadline for submission of clarification questions is 8th 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. Raymond.Darnell@jwc.nato.int and PCS@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
 - vii. Organisation Conflict of Interest Mitigation Plan (if applicable)
- b. Technical Proposal
 - i. Completed Technical Requirement Matrix (Annex C-1) and Supporting CV/Resume in compliance with Annex B- SOW.
- c. Price Proposal
 - i. Completed Pricing Schedule Annex D-1

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 JWC. Such determinations shall be consistent with the evaluation criteria specified in the IFB. JWC is not responsible for any content that is not clearly identified in any proposal package.
- b. Due to the highly technical nature of these requirements, JWC reserves the right to conduct pre-award discussions with proposed key personnel to accurately assess identified technical competencies. Discussions will be limited to scope of this IFB and the evaluation criteria identified.
- c. Proposals shall be evaluated and awarded taking into consideration the following factors:
 - i. Successful administrative submission of bid packages as requested in paragraph 21.a and as listed in this IFB.
 - ii. Successful determination of Technical compliance factors. (Compliant/Non-compliant (Pass/Fail)).

- iii. Pricing evaluation will be based the Work Unit price submitted on the pricing schedule, and cost of return flight where applicable. The formula to arrive at the lowest total cost will be as follows;

$$1. (WU \text{ Rate } 2024 \times 20) + (WU \text{ Rate } 2025 \times 220) + (WU \text{ Rate } 2026 \times 220) + WU \text{ Rate } 2027 \times 220) + \text{Flight Cost} = \text{Total Cost}$$

- iv. Acceptance of JWC General Terms and Conditions.

23. Communications

- a. All communication related to this IFB, between a prospective bidder and 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.

24. Points of Contact

- a. JWC Contracting Officer – Mr. Raymond Darnell.
 - i. Raymond.Darnell@jwc.nato.int
- b. JWC Contracting Administrator - Mr. Torgeir Strand
 - i. Email: Torgeir.Strand@jwc.nato.int

25. JWC General Terms and Conditions

- a. 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>
- b. Additionally, NATO contracts do fall under the terms and conditions outlined in the 2008 Supplementary Agreement between the Kingdom of Norway and the Headquarters Supreme Allied Commander Transformation and Supreme Headquarters Allied Powers Europe. Of which in Article 3-8, c. states;
 - i. “The relevant Norwegian authorities will, upon official announcement by the HQ, accept and facilitate, in accordance with the principles above, that contractors as defined in Article 1-1, q, may enter and reside in Norway during the period they are contracted by the HQ. The relevant Norwegian authorities will accept the contract as documentation for work permits. This will only apply to non-Norwegian citizens.”



ANNEX A-1 COMPLIANCE STATEMENT

It is hereby stated that our bid to IFB-JWC-24-009 is fully compliant with the Bidding Instructions, General Provision, Special Terms and Conditions and Statement of Work as contained with:

☐

No Exceptions

OR

☐

The following exceptions(s):

| Part | Section/Paragraph | Description of Deviation |
|------|-------------------|--------------------------|
| | | |
| | | |
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| | | |
| | | |
| | | |
| | | |

Date:_____

Company:_____

Name:_____

Title:_____

Signature:

Bid Reference IFB-JWC-24-009 – ANNEX A-1



ANNEX A-2 CERTIFICATE OF LEGAL NAME OF BIDDER

Reference: IFB-JWC-24-009

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

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

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

| <u>Company Individual Responsible for Bid Submission (Alternative)</u> | <u>Response</u> |
|---|------------------------|
| Name | |
| Position | |
| Telephone and/or mobile | |

| | |
|------------------------|--|
| Official Email Address | |
|------------------------|--|

Date (DD.MM.YYYY):_____

Company:_____

Name:_____

Position:_____

Signature:_____

Bid Reference: IFB-JWC-24-009 – ANNEX A-2



ANNEX A-3, CERTIFICATE OF INDEPENDENT DETERMINATION

Reference: IFB-JWC-24-009

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



Joint Warfare Centre

Stavanger, Norway



ANNEX A-4, CERTIFICATE OF BID VALIDITY

Reference: IFB-JWC-24-009

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 will remain valid for 120 days after the proposal have been received.

.....

Date (DD.MM.YYYY)

.....

Signature of Authorized Representative

.....

Name

.....

Company



Joint Warfare Centre

Stavanger, Norway



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

Reference: IFB-JWC-24-009

I hereby certify that the prices offered in the price proposal of this bid will 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



ANNEX A-6,CERTIFICATE OF AUTHORIZATION TO PERFORM

Reference: IFB-JWC-24-009

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, will 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 will be made upon JWC.
- b. The Supplier has adequate financial resources, or the ability to obtain them, to perform all activities related to this SOW.
- c. All effort by the Supplier and sub-contractors, if any, related to this SOW, will be performed by NATO Nationals with the required security clearances.
- d. The Supplier, involved Supplier personnel and sub-contracts, if any, have not been suspended or debarred from contract work at any NATO body.

.....

Date (DD.MM.YYYY)

.....

Signature of Authorized Representative

.....

Name

.....

Company

ANNEX B: STATEMENT OF WORK (SOW) – RISK MANAGEMENT ADVISOR SERVICES

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 Allied Command Transformation (ACT) implementation of the Warfare Development Plan (WDP). This is primarily through concept development and the maintenance of joint Operational doctrine and standards, and coordinating 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. 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. 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. The JWC delivers the mission above through the JWC Directorate Objectives (DOs) contained within the WDP. In order to support effective and efficient achievement of the DOs, the JWC is seeking to design and implement revised Risk Management Governance, Processes, Tools and Training focussed on the delivery of the Directorate Objectives.

- h. The JWC Risk Management process will be nested within the recently revitalized ACT Risk Management Directive.
- i. To achieve this goal the JWC is looking to award a non-personal service Contract to supply a suitably qualified and experienced person to be the risk management focal point for the whole of JWC, advising all JWC work streams related to risk management.

2. Scope of Work

- a. Location: Stavanger, Norway, majority of time on-site at Joint Warfare Centre, with limited opportunities for remote work, with a requirement to travel for work related conference/meetings etc., to other NATO members and NATO partner countries.
- b. Seeking One (1) Candidate
- c. The support service is required onsite at JWC, Stavanger, Monday-Friday 07:30 to 15:30 (8 hours per day) (local time) for routine operations. Flexible working is possible, following agreement of COTR, to accommodate VTC's with HQ SACT.
- d. For continuity of service and avoidance of duplication in terms of training and JWC familiarisation, it is required, where possible, that a single individual is supplied to deliver the service for the duration of the Contract.
- e. Substitution of the approved candidate requires pre-approval of JWC and supplier shall ensure a comprehensive hand over take over (HOTO) to minimise disruption to service delivery.

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.
 - ii. JWC has anticipated the number of WU required during each Contract period, this is subject to final funding arrangements and JWC Programme of Work (POW).
- b. Contract Base Period
 - i. The performance of service under this Contract shall be effective from Contract signature date until 31st December 2025 (Funding Confirmed). Contract signature is planned for 1st December 2024.
- c. Contract Option Periods
 - i. There are two (2) options periods:
 - ii. First Option Period: 01/01/2026 – 31/12/2026

- iii. Section Option Period: 01/01/2027 – 31/12/2027
- d. Anticipated Work Units (WU) (Subject to Funding and subject to agreement of Programme of Work)
 - i. Base Period – approx. 240.
 - ii. Option Period 1 – approx. 220
 - iii. Option Period 2 – approx. 220

4. Tasking and Deliverables

- a. Subject Matter Expert (SME) and technical lead for Risk Management within the JWC. Responsible for the development and implementation of Risk Management methodologies and procedures, aligned to recognized industry standards and ACT policy.
- b. Initiate a sustainable risk management process, which ensures that emerging NATO 2030 requirements are actively integrated with current outputs and facilitate agile transition of exercise support to meet the changing needs of the NATO Command Structure.
- c. Support the implementation and utilization of ACT-mandated software tools including the Risk Management Tool, Issue Log and Warfare Development Plan (WDP) Tool.
- d. Facilitate Management of Risk (MoR) Foundation and Practitioner-equivalent levels of training to JWC personnel. Support delivery of risk awareness briefings for new joiners.
- e. Provide Risk Management advice and SME support to the JWC Risk Management Working Group and the JWC Risk Management Board.
- f. Develop engaging and relevant briefs for various levels of the organisation, which may be up to Command Group (CG) level and other stakeholders on Risk Management.
- g. Support RAP Branch in evolving the risk management cycle to ensure risks are accurately captured, reported, elevated and actioned to assure delivery of JWC Directorate Objectives within the WDP.
- h. Liaise closely with HQ SACT Risk Managers to ensure compliance with higher HQ direction on risk and with the NATO Risk Community of Interest to ensure continuous improvement, alignment and adoption of best practice.

5. Required Experience/Qualification of Personnel for Statement of Work

- a. Formal project management and risk management qualifications and / or accreditation essential.

- b. At least 3 years previous experience in roles including Risk Management.
- c. Previous experience in facilitating individual or small group training, ideally with a risk focus.
- d. Fluent in English (Listening, Speaking, Reading and Writing) (STANAG 6001, Levels;3333);
- e. NATO SECRET level of security clearance or active SECRET security clearance issued by a national authority.
- f. Ability to use Microsoft Office suite (Word, Excel, PowerPoint)
- g. In addition to the technical proficiencies and qualifications listed the following is essential:

- i. Required Attitude

- 1. Adherence to NATO Code of Conduct
<https://www.nato.int/structur/recruit/info-doc/codeof-conduct.pdf>
- 2. Adherence to JWC One Team Approach
<http://www.jwc.nato.int/images/stories/threeswords /oneteam.pdf>
- 3. Ability to perform effectively in a fast-paced and dynamic environment.

- ii. Competencies

- 1. Adaptability/ Flexibility – The ability to alter a plan or approach when new information becomes available. This includes the ability to recognize and use more than one way to reach the objective.
- 2. Communication - The clear and accurate sending and receiving of information including verbal, written, and non-verbal feedback. This includes providing recognition of the aforementioned types of feedback, and the necessity to elaborate on subjects and clarify accordingly.
- 3. Assertiveness – The willingness and readiness to actively participate, to state and defend an opinion or position until convinced by facts that other options are better.
- 4. Influencing – The ability through action or process of producing effects on the actions, behaviour and/or opinions of others. This includes adapting styles of argumentation and/or wording to others in order to get one's opinion across.
- 5. Initiative – The ability to recognize opportunities and act accordingly without being prompted. This includes spotting

bottlenecks/problems, also outside one's own scope, and adding one's own ideas or solutions for overcoming the identified issues for the betterment of the training audience.

6. Cooperation – The ability to add toward a common purpose or joint action by acting or working with others and share information in a collaborative format.
7. Decision Making – The ability to use logical and sound judgement to make decisions and choose an appropriate course of action, based on analysis and processing available information.
8. Analysis – The ability to dissect situations or information of both major and minor issues and to identify correlating connections and get down to the core of the problem.

6. Desirable Experience / Qualification of Personnel for Statement of Work

- a. Previous experience in a NATO or national Defence-related position.
- b. Bachelor Degree or equivalent in Business Management or subjects incorporating risk.
- c. Formal qualification as an AXELOS Management of Risk trainer.
- d. Varied risk management background to bring industry best practice to the role. Exposure to different aspects of project management.
- e. Good understanding of JWC's responsibilities to plan, develop, execute and evaluate exercises to ensure that risk management adds value across the organisation.

7. Furnished Materials and Services

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

8. Required Travel under Deliverable Services Contracts

- a. Travel by contractors in support of the JWC mission will only be 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 will 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 will not be 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 will be 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 will adjust to the current exchange rate. Per Diem Reimbursement will only be made at these rate amounts.
- e. Separate Purchase Orders will be 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.

9. Security Considerations for the Deliverables

- a. Deliverables under this Contract will range from NATO Unclassified (NU) to NATO Secret (NS) and the Contractor and its personnel shall adhere to all application NATO and JWC Policy on the security and use of such information.
- b. All products created by the Supplier under this Contract are to be original and are the property and under copyright of JWC, unless otherwise specifically stated in this Contract.

10. Physical Security

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

11. Contractor Deliverables Technical Evaluation/ Contractor Guidance

- a. Contractor Personnel shall report to and receive technical guidance from the Contracting Officer's Technical Representative (COTR) while executing this SOW. The COTR can recommend to the Contracting Officer (who has final authority) that the contract/SOW can be amended, extended, or cancelled for evolving requirements, new tasking, and/or technical non-performance.
- b. The COTR shall provide direction, guidance, access to subject matter experts (SMEs) and support information, as needed (within scope).
- c. The COTR shall:
 - i. Resolve outstanding disputes, problems, deficiencies, and/or questions on the technical aspects of the SOW.
 - ii. Review (and approve) all contractor tasking and deliverables for completeness and accuracy.

- iii. The COTR shall review the Contractor's work at regular intervals as required. The COTR's written approval of work is mandatory for Contractor invoices to be successfully processed

ANNEX C-1: TECHNICAL SUBMISSION TEMPLATE

| | | |
|----|---|---|
| a. | Company Name: | [Bidder Completed] |
| b. | Proposed Candidate Name: | [Bidder Completed] |
| c. | Proposed Candidate Nationality (identify if multiple citizenship/nationality): | [Bidder Completed] |
| d. | Supplier confirms that personnel submitted meet all essential requirements as listed in Annex B – SOW. | [Bidder Completed] |
| | Requirement | Narrative should be supported by reference to CV Page, Paragraph, Line Number or other evidence submitted which demonstrates how Supplier and/or Suppliers personnel meet the criteria. |
| e. | Minimum of one past performance citations within the last 4 years to show that Supplier/Supplier Personnel has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW. | [Bidder Completed] |
| f. | Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent. | [Bidder Completed] |
| g. | Active NATO or National SECRET (or higher) security clearance along with a valid NATO Nation passport with no travel restrictions to other NATO nations | [Bidder Completed] |

| | | |
|----|--|--------------------|
| h. | Proficiency in the use of the Microsoft Office Tool suite. | [Bidder Completed] |
| i. | Holds NATO member nation Citizenship | [Bidder Completed] |

Subject Matter Expert Criteria

A pass score provides the evaluator with sufficient confidence that the proposed personnel has the necessary skills/experience and qualification required to deliver in accordance with the SOW

A fail score in any category may result in automatic disqualification.

| Subject Matter Expertise Criteria | Narrative should be supported by reference to CV Page, Paragraph, Line Number or other evidence submitted which demonstrates how Supplier and/or Suppliers personnel meet the criteria. |
|---|---|
| Formal project management and risk management qualifications and / or accreditation. (EG. PRINCE2, PMP, APMP, IRM,RIMS) | [Bidder Completed] |
| At least 3 years previous experience in roles including Risk Management. | [Bidder Completed] |

| | |
|---|------------------|
| Previous experience in facilitating individual or small group training, ideally with a risk focus. | Bidder Completed |
| A minimum of 1 project completed within the past 5 years, which involved implementing or reviewing an organisation's risk management structure and processes. | Bidder Completed |
| A minimum of 1 project within the last 5 years, which required the ability to plan, organise and communicate change within an organisation. | Bidder Completed |
| Earliest Date personnel can commence work at JWC. | Bidder Completed |
| Any other relevant information (250 words max) | Bidder Completed |

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



ANNEX C-1 – TECHNICAL SUBMISSION TEMPLATE NOTES TO ASSIST COMPLETION

- Section a – Bidders should populate with registered company name
- Section b – Bidders should populate with the proposed candidate name as it appears on their passport
- Section c – Bidders should populate with proposed candidate nationality including all citizenship / nationality if candidate holds multiple.
- Section d – Bidder should populate either “Yes or No”
- Section e – Bidder should populate with details of a past performance citation which demonstrate the Supplier and personnel have delivered work that is similar to that outlined in the SOW.
- Section f – Bidder should confirm if personnel meet the required level of proficiency
- Section g – Bidder should confirm if personnel hold active NATO or National Security Clearance at Secret Level, where able confirmation of this clearance should be provided by the bidders Security Officer or attached a copy of active clearance.
- Section h – Bidder should populate either “Yes or No” to confirm personnel is proficient with Microsoft office tool suite.
- Section I - Bidder should populate either “Yes or No” and indicate which NATO member nation.
- Subject Matter Expertise Criteria – Bidder should populate with narrative that confirms how personnel meet the listed subject matter expertise and support narrative by reference to CV Page, Paragraph, Line Number or other evidence submitted which demonstrates how Supplier and/or Suppliers personnel meet the criteria.

ANNEX D-1: PRICING SCHEDULE

| | |
|--|--------------------|
| Annex D-1 | |
| Pricing Schedule | |
| | |
| | Priced in NOK Only |
| Daily WU Rate (2024) (Rate effective from Contract signature - 31 st December 2024) | |
| Daily WU Rate (2025) (Rate effective from 1st Jan 2025 - 31 st December 2026) | |
| Daily WU Rate (2026) (Rate effective from 1st Jan 2026 - 31 st December 2026) | |
| Daily WU Rate (2027) (Rate effective from 1st Jan 2027 - 31 st December 2027) | |
| 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 (includes all general and administrative expenses, overheads and profit) for standard 8 hour service. Extended working hours where agreed in advanced, will be calculated based on daily-prorated rate. Weekend working will be paid at standard WU rate. | |
| | |

Note: That the price for evaluation purposes, which will form the cost score the following calculation will be used (WU Rate 2024 x 20) + (WU Rate 2025 x 220) + (WU Rate 2026 x 220) + WU Rate 2027 x 220) + Flight Costs = Total Cost