



SIMPLIFIED ACQUISITION - INVITATION FOR BID

JWC-25-R-0008

**SHORT TERM SERVICE SUPPORT - SENIOR CONTRACTING
ADMINISTRATOR**

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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. Short-term service support to assist the JWC P&C team in the administration of current on-going complex service contracts as well as service support to the

procurement planning and requirements gathering for new complex service contracts.

- 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. **Special Requirement – Due to the nature of the work, and unless explicitly approved, the Bidding Company must not currently have a contract at JWC (outside of the Budget and Finance Branch) and will not be eligible for other JWC Contracts during the period of performance due to participation in requirement development and their relationship with commercial in confidence information.**

6. Type of Contract

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

7. Duration of Contract

- a. Base Period: Anticipated July 2025 – 31st December 2025
- b. Option Period(s)
 - i. 01 January 2026 – 31st December 2026.
- c. Actual WU's ordered during each Contract period will be subject to funding and agreed JWC Programme of Work (POW). For 2025, JWC will issue an initial PO with a minimum of 60 Work Units, additional Work Units are subject to incremental funding.

8. Exemption of Taxes

- a. Any contract and/or agreement awarded because of this IFB is exempt from Value Added Tax (V.A.T.) according to the following regulations:
 - i. The Article VIII of the Paris Protocol dated 28 August 1952

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 supplier personnel supplied 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.
- b. On this occasion JWC will not accept bid response where personnel hold no clearance.
- c. If Supplier personnel hold only national secret level clearance at the time of bid submission, Contract award may be based on condition that evidence of NATO Secret clearance is provided by date specified by JWC.
- d. Failure to provide evidence of NATO Secret security clearance shall be deemed a material breach and JWC reserves the right to award the Contract to the next highest scoring bidder.
- e. 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.
- f. 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. Then JWC reserves the right to award Contract to the Bidder whose personnel 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 18th June 2025.

15. Bid Submittal

- a. Bid responses should be submitted electronically in PDF format to the following email addresses;
 - i. jwc.pcs@nato.int and Raymond.Darnell@nato.int
- b. Email subjects shall include the solicitation information along with Bidder's company name for example: IFB-JWC-25-0008_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 10th June 2025.
- 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@nato.int and jwc.pcs@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/opportunities/contracting/> 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. Bid Submission Form – Annex A-0

- ii. Compliance Statement – Annex A-1
 - iii. Certificate of Legal Name of Bidder – Annex A-2
 - iv. Certificate of Independent Determination – Annex A-3
 - v. Certificate of Bid Validity- Annex A-4
 - vi. Certificate of Exclusion of Taxes and Charges– Annex A-5
 - vii. Certificate of Authorization to Perform – Annex A-6
 - viii. Conflict of Interest – Annex A-7
 - ix. Past Performance Information- Annex A-8
 - x. List of Subcontractors- Annex A-9
- b. Technical Proposal
- i. Completed Technical Requirement Matrix (Annex C-1) and Supporting CV/Resume in compliance with Annex B- SOW.
 - ii. Completed Past Performance Information – Annex C-2
- 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).

- 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;

$$1. (\text{WU Rate 2025} \times 132) + (\text{WU Rate 2026} \times 220) + \text{Flight Cost} = \text{Total Cost}$$

- 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@nato.int
- b. JWC P&C Functional Mailbox -
 - i. Email: jwc.pcs@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/opportunities/contracting/>
- 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-0 BID SUBMISSION FORM

IFB-JWC-25-0008

SHORT TERM SERVICE SUPPORT - SENIOR CONTRACTING ADMINISTRATOR

Ensure that this document is fully completed and signed by a duly authorized representative of the legal entity bidding.

1. **Company Information-** The bid is submitted and prepared on behalf of the legal corporate entity specified below:

a. Full name(s) of legal entity or entities submitting this bid:	
b. Division (if applicable):	
c. Official Registered Address	
d. Official Postal Address (if different from c. above)	
e. Country where the legal entity is registered	

2. **MAIN POINT OF CONTACT FOR BID** – (This individual will act as a focal point for all communications which may take place between JWC and the Bidder).

a. Full name and Job Title	
b. Organization	
f. Official Address	
g. Official Telephone	
h. Official Email	

ADMINISTRATIVE DATA	Please tick or cross when supplied
a. The fully duly completed, signed and dated – The Compliance Statement (Annex A-1)	<input type="checkbox"/>
b. The fully duly completed, signed and dated – The Certificate of Legal Name of Bidder (Annex A-2)	<input type="checkbox"/>
c. The fully duly completed, signed and dated – The Certificate of Independent Determination (Annex A-3)	<input type="checkbox"/>

d. The fully duly completed, signed and dated – The Certificate of Bid Validity (Annex A-4)	<input type="checkbox"/>
e. The fully duly completed, signed and dated – The Certificate of Exclusion of Taxes and Charges (Annex A-5)	<input type="checkbox"/>
f. The fully duly completed, signed and dated – The Certificate of Authorization to Perform (Annex A-6)	<input type="checkbox"/>
g. The fully duly completed, signed and dated – COI Declaration (Annex A-7)	<input type="checkbox"/>
h. The fully duly completed, signed and dated Past Performance Worksheet (Annex A-8)	<input type="checkbox"/>
i. The Fully duly completed, signed and dated – List of Subcontractors (Annex A-9)	<input type="checkbox"/>

TECHNICAL PROPOSAL	
a. Completed Technical Matrix and CV/ Supporting documentation of candidates available to deliver the SOW. (Annex C-1)	<input type="checkbox"/>
b. Past Performance Worksheet (Annex C-2)	<input type="checkbox"/>

FINANCIAL PROPOSAL	
a. The financial proposal –(Completed Annex D-1)	<input type="checkbox"/>

I confirm this bid is subject to acceptance within the validity period stipulated in Section 18- BID VALIDITY of the Bidding Instructions.

Date (DD.MM.YYYY): _____

Company: _____

Name: _____

Title: _____

Signature: _____

Bid Reference _ IFB-JWC-25-0008

Date: _____

Company: _____

Name: _____

Title: _____

Signature:

Bid Reference IFB-JWC-25-0008 – ANNEX A-1



ANNEX A-2 CERTIFICATE OF LEGAL NAME OF BIDDER

Reference: IFB-JWC-25-0008

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-25-0008 – ANNEX A-2



ANNEX A-3, CERTIFICATE OF INDEPENDENT DETERMINATION

Reference: IFB-JWC-25-0008

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-25-0008

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-25-0008

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-25-0008

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 A-7, CONFLICT OF INTEREST (COI) DECLARATION

1. Bidders are ultimately responsible for ensuring that no COI exists between the Bidder and its advisers, and JWC and its advisers.
2. Any Bidder who fails to comply with this requirement may be disqualified from the procurement at the discretion of the JWC.

COI Declaration – To sign and return

- a. **[Insert Legal Name of The Firm] ([Abbreviated Name])** warrants that, to the best of our knowledge and belief, there are no relevant facts or circumstances which could give rise to an organizational or personal Conflict of Interest (COI), or that we have disclosed all such relevant information as part of the bid submission.

More particularly, we warrant that:

- b. **[Insert Legal Name of The Firm] ([Abbreviated Name])**, or any of its affiliates or subcontractors, has not obtained from the Organization, under a separate contract information that other Bidders don't possess and that may provide an unfair competitive advantage in this procurement.

Date :

Authorised Signature:

Name & Title:

Proposal Reference: IFB-JWC-25-0008



ANNEX A-8 PAST PERFORMANCE INFORMATION FORM

1. Contracting Entity (Client):
2. Contract Number:
3. Type of Contract (Firm Fixed Price, IDIQ, Requirements):
4. Title of Contract:
5. Contract Value and Currency:
6. Provide a brief summary regarding the scope of the contract and deliverables. The scope and deliverables should be of a similar nature either for a NATO, National, or Commercial client and provided within the previous 4 years.

7. Were you subject to any formal reprimands related to performance on this Contract by the Contracting Authority?

Yes

No

8. Please provide point of contact at Contracting Entity who can verify information submitted.

Name:

Job Title:

Email:

Telephone or mobile phone number:

9. Do you consent to JWC contacting the individual above? Note that all contact data will be processed in compliance with all applicable data protection regulations at the time of submission. (Selecting NO may result in bid disqualification.)

Yes

No



ANNEX A-9 - LIST OF SUBCONTRACTORS

Complete either section 1 or 2.

1. **[Insert Legal Name of The Firm]** (**[Abbreviated Name]**) intends to place or use the following sub-contracts for the performance of the Contract under solicitation IFB-JWC-25-0008. Any changes will be reported to JWC P&C.

Name and Registered address of Sub-Bidder	Data Universal Numbering System (DUNS) Number (If available)	Items/Services to be Provided	Estimated value of Sub-Contract (NOK)

OR

2. **[Insert Legal Name of The Firm]** (**[Abbreviated Name]**) does not intends to place or use the sub-contracts for the performance of the Contract under solicitation IFB-JWC-25-0008. **[Insert Legal Name of The Firm]** (**[Abbreviated Name]**) acknowledges the requirement to inform JWC P&C should this situation change.

Date :

Signature:

Name & Title:

Company:

Proposal Reference: IFB-JWC-25-0008



SPECIAL TERMS AND CONDITIONS

1. SCOPE

- a. These Special Terms and Conditions address all issues pertaining to the task orders and purchase orders under this Contract, thereby taking precedence over the JWC General Terms and Conditions.

2. DEFINITIONS

- a. "Contractor/Suppliers Personnel" refers to individual/individuals employed by the Contractor to perform the services required under this Contract for JWC.
- b. "Work Unit" is the fully burdened rate for work period provided by the Contractor personnel and covers a normal 8 hour work period. This cost shall include any meals, lodging, transportation costs, incidental expenses and any applicable overhead and/or fees, profit.
- c. "Remote Work Unit" is the fully burdened rate for the work period provided by the Contractors Personnel at a location other than JWC, Stavanger, Norway, typically a home office or Contractor's office. Does not apply to JWC authorised temporary duty (TDY).
- d. "Work Days" means Mondays through Fridays with the exception of JWC Holidays. The number of JWC Holidays may vary from year to year.
- e. Surge capability requirement is a contract vehicle used in case emerging circumstances requiring a quick and temporary increase of effort from existing Contractor Personnel in order to meet specific requirements within the scope of the SOW. Billable day rate for surge capability will remain at the same level as for applicable base or option contract period.

3. TYPE OF CONTRACT

- a. This is a Firm-Fixed Price – ID/IQ Contract, which establishes a contractual relationship strictly between the Supplier and JWC.
- b. All financial risks and liabilities undertaken by the Supplier for the purpose of the service provision, fall with the Supplier.
- c. All employer responsibilities for the Supplier Personnel performing under this Contract shall lie with the Supplier.

4. DELIVERY OF SERVICE/ORDERING

- a. Services and Products to be furnished under this Contract shall be ordered by issuance of purchase orders (PO).
- b. COTR will in consultation with Suppliers contract manager, develop a workplan which will contain as a minimum;
 - i. details on the number of supplier personnel required,
 - ii. Function of supplier personnel
 - iii. expected workdays, taking account of any official JWC holiday or advisor leave
 - iv. This plan as a minimum will cover a period of 60 calendar days.
- b. Exact location and delivery schedules/timelines and work plan shall be confirmed in Purchase Orders.
- c. In the event of any ambiguity in the location or dates, the Supplier shall contact the ordering officer as soon as practically possible for clarification.

5. COORDINATION OF ABSENCES

- a. To ensure uninterrupted provision of services, any absence by the Contractor Personnel requires earliest possible coordination with the COTR, in instance where the absence is 3 days or longer the Supplier can also inform the Contracting Officer.
- b. Should absence affect the tasks and deliverables planned in the SOW and or the agreed work plan, if it cannot be rectified the Contractor, upon request by the Contracting Officer, shall replace the Contractor Personnel with an equally qualified individual.
- c. The JWC reserves the right to approve such substitute based on his/her suitability and qualifications.
- d. Personal Leave- At the beginning of the Contract the Contractor and the COTR will establish a work/leave plan for each Contractor Personnel.
- e. Illness- Should absences caused by illness impact delivery under this Contract, upon request by the Contracting Officer, the Contractor shall replace the incapacitated Contractor Personnel with an equally qualified individual.

6. COMMITMENT OF CONTRACTOR PERSONNEL

- a. The Contractor warrants that the Contractor Personnel initially presented for the performance of this Contract will perform this Contract for its duration. Any exchanges of the Contractor Personnel shall meet the requirements of the SOW and be performed only with written consent by the Contracting Officer and COTR.

- b. Should committed Contractor Personnel perform unsatisfactorily the Contractor will exchange such Contractor Personnel, at the request of the Contracting Officer for Contractor Personnel meeting the quality requirements set out in the SOW.

7. TRAVEL

- a. Travel by contractors' personnel 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. Travel may be booked using JWC in-house travel office, or through the Contractors own means.
- c. When the in-house travel office purchases transport tickets, these costs will not be invoiced by or paid to the Supplier.
- d. When transport tickets are purchased through another source only up to the ceiling cost allocated by the in-house travel office will be reimbursed to the contractor company upon proof of costs.
- e. Per diem is based on the NATO daily subsistence allowance in effect at the time of travel, 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. In instances where meals and lodging are provided free of charge no per diem will be paid.
- f. Separate Purchase Orders will be made for Travel costs and issued to the Contractor for acceptance prior to commencing travel. This additional purchase order shall be invoiced separately upon completion of the tasked travel.
- g. Where possible air travel should be on airlines based in NATO member nations or partner nations.

8. SUPPLIER RESPONSIBILITY FOR SUPPLIER PERSONNEL

- a. The Supplier, and in the case being, the sole proprietor, as the employer of the Personnel 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.
- b. The responsibility above includes the provision of any and all sick or incapacity pay to contractor's personnel.

9. INSTRUCTIONS FOR SAFETY AND MANAGEMENT OF THE JWC

- a. The Supplier shall ensure that the Supplier Personnel honour all JWC Directives and further guidance by the Chief of Staff (COS) regarding the safety and management of JWC.
- b. Failure to comply will be consider grounds for full or part termination.

10. WORK SPACE

- a. JWC will provide suitable working spaces for the Supplier Personnel when work is conducted at JWC, Stavanger, Norway.
- b. Supplier must inform JWC if their Personnel will require any special adjustments/adaptations to their workspace. JWC will confirm in writing if such adjustments/adaptions can be reasonably accommodated before commencement of services.
- c. If such adjustments can not be reasonably accommodated, then the supplier will be required to provide alternative supplier personnel to conduct the services. Alternative personnel are subject to acceptance by COTR and JWC Contracting Officer.
- d. If remote working units are utilised, adequate workspace is the sole responsibility of the Supplier.

11. REPRESENTATION OF JWC/NATO

- a. 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. Under no circumstance are they to present themselves as staff/employees of the JWC.
- b. Supplier Personnel shall not take decisions or make commitments for JWC/NATO.

12. BILLABLE HOURS/WORK UNITS

- a. Only time spent by the Contractor Personnel in the immediate performance of this Contract shall count towards Work Unit hours. 8 hours equates to 1 Work Unit.
- b. In cases where the Contractor Personnel is sent on temporary duty travel (TDY) to attend a course, conference or workshop, the maximum number of billable hours for any given work day at the destination where the course, conference or workshop takes place is eight (8) and therefore, one (1) Work Unit.
- c. Personal leave, closing of the Headquarters by the order of the Commander, sickness, company coordination, company reports, training not required or ordered by JWC, breaks (except the standard lunch break), internal social events (except for the obligatory participation in official JWC events, as ordered by the Commander or the Chief of Staff) or any other activity not immediately related to the performance of the services required under this Contract do not constitute billable/work unit hours.

13.PROGRESS MEETINGS

- a. The Contractor shall attend progress meetings at the frequency and times specified in the Contract. Any additional meetings shall be at no cost to JWC.
- b. The COTR and Contracting Officer shall normally attend each meeting.
- c. All meetings will be held at a location to be agreed between the Contractor and the COTR and or Contracting Officer.
- d. Unless stated otherwise the Contractor shall be responsible for making a record of the discussions and decisions of the meeting. These will be forwarded within two weeks of the meeting, in draft form, to the Contracting Officer via email, for agreement prior to the final version being issued.

14.OWNERSHIP OF WORK PRODUCTS

- a. All products and works created by Contractor personnel under this Contract are to be original and shall be the property and under copyright of JWC, unless otherwise specifically stated in the Contract.

15.ELECTRONIC INVOICING

- a. Supplier may if they have the capability submit electronic invoices utilising Elektronisk Handelsformat (EHF) format.
- b. JWC organisation number for the submission of EHF format invoice is NO 971 338 873.



ANNEX B: STATEMENT OF WORK (SOW) – SHORT TERM SERVICE SUPPORT - SENIOR CONTRACTING ADMINISTRATOR

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 in part through contracting with service providers who support with the provision of goods and services, including provision of subject matter experts.

- h. The JWC P&C section are looking to procure additional service support to assist in the administration and facilitation of on-going and new JWC complex service contracts.
- i. JWC is looking to award a non-personal service Contract which will supply a suitably qualified and experienced person to be the senior contracting administrator, assist, facilitate and advise JWC P&C in relation to on-going and new complex goods and services procurements and contracts.

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. Contract signature is planned for July 2025.
 - ii. Actual WU's ordered during each Contract period will be subject to funding and agreed JWC Programme of Work (POW). For 2025, JWC will issue an initial PO with a minimum of 60 Work Units, additional Work Units are subject to incremental funding.
- c. Contract Option Periods

- i. There is one (1) option period:
 - ii. First Option Period: 01/01/2026 – 31/12/2026
- d. Anticipated Work Units (WU) (Subject to Funding and subject to agreement of Programme of Work)
- i. Base Period – up to approximately 132.
 - ii. Option Period 1 – up to approximately 220.

4. Tasking and Deliverables

- a. The Company's personnel/candidates will be required to primarily provide the following services:
- i. Perform contract administration for different types of JWC Contract, including but not limited to Firm-Fixed Price contracts, Indefinite-Delivery Indefinite Quantity Contracts, and multiple award contracts.
 - ii. Administrative tasking may include: Tracking, drafting, creating and or issuing purchase orders, amendments and modifications ensuring proper governance process is followed and actions are documented for official audit and contract record purposes.
 - iii. Review for currency, accuracy and renewal applicability, throughout the contract period.
 - iv. Liaise with the Norwegian Ministry of Defence, JWC Community Support, and various branches within JWC to support activities such as, production and confirmation of support letters, acquisition/procurement procedure review and compliance, contract data analysis, sole source justifications, budget and technical reviews.
 - v. Reconcile monthly Invoices for a variety of contracts to ensure on-time payment and receipt of service/goods and work with stakeholders to resolve invoicing issues.
 - vi. Review and development of pre-award contract and acquisition-related documentation.
 - vii. Facilitating as well as directly engaging with stakeholders to gather, analyse, and refine requirements for contractual agreements, with an emphasis on deliverables, milestones, and performance criteria.
 - viii. Facilitate requirement validation sessions with stakeholders to ensure SOW alignment.
 - ix. Conduct market research to inform requirement holders on competitiveness of the marketplace and report back on current requirements alignment with industry standards and best practices.

- x. Assist in the development and review of documentation for P&C section which may include: internal acquisition/procurement procedures; contract reviews/analyses; sole source justifications; budget reviews; memoranda of understanding/agreement (MOU, MOA); programs of work (POW), and technical reviews.
- xi. Where necessary provide training and guidance to stakeholders on proper administration of the contracts.
- xii. In line with NATO rules and regulations, prepare and process competitive bidding and other means of quotations for services required for the execution of the mission.
- xiii. Become knowledgeable about emerging issues, major initiatives, programs, and requirements of JWC branches for future SOW and RFP requirements.
- xiv. Support JWC P&C where possible in digitising contracting administrative process utilizing tools such as Microsoft 365 (Forms, Powerautomate, PowerBI).
- xv. Assist with any contract and acquisition-related work, as directed by the Contracting Officer.

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

- a. Have at least 10 years of procurement and contracting experience which must include 7 years within the defence/governmental/military industry. (A combination of financial administration/legal administration/technical writing experience is also acceptable if no direct procurement experience).
- b. Have at least 3 years of budget or financial experience working with invoicing, payroll, human resources or general financial administration.
- c. Have at least 3 years' experience of engaging and facilitating drafting of SOW, milestone payment/deliverable plans, service level agreements.
- d. Have at least 3 years' experience in roles which involved conducting market research in relation to procurements, including planning and facilitating setting up of industry/bidder's conferences.
- e. Have experience with IDIQ (Indefinite delivery Indefinite Quantity), Framework and/or enabling type contracts and administration of these contracts.
- f. Be trained in and have used an e-Procurement tool, preferably integrated with an ERP/Financial Management System such as Oracle or SAP.
- g. Have previously created and delivered training on procurement and contract administration related topics to a wide audience which may include internal BUDFIN team members or wider JWC stakeholders.

- h. Fluent in English (Listening, Speaking, Reading and Writing) (STANAG 6001, Lgoevels;3333);
- i. Valid NATO SECRET level of security clearance or valid national SECRET security clearance, which can be upgrade to NATO Secret at time of bid response.
- j. Ability to use Microsoft Office suite (Word, Excel, PowerPoint)
- k. 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/code-of-conduct.pdf>
 - 2. Adherence to JWC One Team Approach
https://www.jwc.nato.int/wp-content/uploads/2024/12/JWC_Organizational_Culture.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 and knowledge of Microsoft 365 (Forms, Power automate, Power Bi).
- b. Bachelor Degree or equivalent in Business management, finance, supply chain, logistics and/or procurement or related discipline.
- c. Formal training/qualifications in procurement/supply chain issued by agencies or bodies such as CIPS, FAC-C, DAU, CPSM, ACPP (not exhaustive list)
- d. Good understanding of defence, public, intergovernmental procurement process and contract.

7. Furnished Materials and Services

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

8. Required Travel for Personnel 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.

12. Ownership of Work Products

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

13. Monthly Reports

- a. Contractors are responsible for monitoring billable work units each month.
- b. Contractors shall submit a report each month that shall include all billable work units and also include a short summary of deliverables performed.
- c. Formal Feedback will be given to the Contractor in the event that a Contractor's employee is unable to perform in the capacity requested. In this instance, if the Contractor is unable to correct such deficiencies, then JWC may terminate for default.
- d. Formal Feedback will not be given for satisfactory performance.



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. Complete Annex C-2.	[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 365 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 score of 'Fail' 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.
Have at least 10 years of procurement and contracting experience which must include 7 years within the defence/governmental/military industry. (A combination of financial administration/legal administration/technical writing experience is also acceptable if no direct procurement experience).	[Bidder Completed]
Have at least 3 years of budget or financial experience working with invoicing, payroll, human resources or general financial administration.	[Bidder Completed]

<p>Have at least 3 years experience of engaging and facilitating drafting of SOW, milestone payment/deliverable plans, service level agreements.</p>	<p>Bidder Completed</p>
<p>Have at least 3 years' experience in roles which involved conducting market research in relation to procurements, including planning and facilitating setting up of industry/bidders conferences.</p>	<p>Bidder Completed</p>
<p>Have experience with IDIQ (Indefinite delivery Indefinite Quantity), Framework and/or enabling type contracts and administration of these contracts.</p>	<p>Bidder Completed</p>
<p>Be trained in and have used an e-Procurement tool, preferably integrated with an ERP/Financial Management System such as Oracle or SAP.</p>	<p>Bidder Completed</p>
<p>Have previously created and delivered training on procurement and contract administration related topics to a wide audience which may include internal BUDFIN team members or wider JWC stakeholders.</p>	<p>Bidder Completed</p>

***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 confirm with if they meet this requirement (Yes/No) and complete Annex C-2 with further details.
- 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 C-2 – PAST PERFORMANCE INFORMATION

(May use same data as populated in A-8 Past Performance)

1. Contracting Entity (Client):
2. Contract Number:
3. Type of Contract (Firm Fixed Price, IDIQ, Requirements):
4. Title of Contract:
5. Contract Value and Currency:
6. Provide a brief summary regarding the scope of the contract and deliverables. The scope and deliverables should be of a similar nature either for a NATO, National, or Commercial client and provided within the previous 4 years.

7. Were you subject to any formal reprimands related to performance on this Contract by the Contracting Authority?

- Yes No

8. Please provide point of contact at Contracting Entity who can verify information submitted.

Name:

Job Title:

Email:

Telephone or mobile phone number:

9. Do you consent to JWC contacting the individual above? Note that all contact data will be processed in compliance with all applicable data protection regulations at the time of submission. (Selecting NO may result in bid disqualification.)

- Yes No



ANNEX D-1: PRICING SCHEDULE

Annex D-1	
Pricing Schedule	
	Priced in NOK Only
Daily WU Rate (2025) (Rate effective from date of contract signature to 31 st December 2025)	
Daily WU Rate (2026) (Rate effective from 1st Jan 2026 - 31 st December 2026)	
Return Flight Cost to Stavanger, Norway - Only paid once, if required, during entire Contract, including any option years taken)	
<p>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.</p>	

Note: That the price for evaluation purposes, which will form the cost score the following calculation will be used (WU Rate 2025 x 132) + (WU Rate 2026 x 220) + Flight Costs = Total Cost.

Company Authorised Signature:

.....

Name:

.....

Date (DD.MM.YYYY):