



REQUEST FOR QUOTATION

JWC-26-R-0013

FOR

WARGAMING SUPPORT

1. Introduction

- a) The Joint Warfare Centre (JWC) in Stavanger, Norway, serves as NATO's premier warfare development and training centre, enabling transformation through the design, development, delivery, and analysis of exercises, experiments, and wargames at the operational and strategic levels. The JWC supports the Supreme Allied Commander Transformation (SACT) and Supreme Allied Commander Europe (SACEUR) by developing NATO's cognitive and operational readiness through a comprehensive and integrated training, experimentation, and analysis framework.
- b) The JWC Wargaming Branch (WGB), within the Enablement Division, Operations Directorate, is responsible for the coordination, planning, design, execution, and analysis of professional military wargames and other training events. These wargames are bespoke, analytical or educational in nature, and are tailored to support NATO warfare development priorities, concept testing, decision-making, and the training of military leaders.
- c) The WGB delivers both Exercise-Integrated Wargames and Stand-Alone Wargames as outlined in the JWC Wargame Process. These activities provide a safe-to-fail environment for decision-making, innovation, and analysis across the military-political, military-strategic, and operational levels of warfare.
- d) The Branch collaborates with Allied Command Transformation (ACT), Allied Command Operations (ACO), NATO nations, Centres of Excellence, and academia to ensure that NATO's wargaming capability remains innovative, credible, and interoperable across the Alliance.

2. Background

- 1. The Wargaming Branch (WGB) delivers NATO's leading-edge professional wargaming capability and functions as the central hub for the Alliance's wargaming development and integration. It supports NATO's Warfare Development Agenda by designing and conducting analytical and educational wargames that explore complex problems, test new concepts, and assess decision-making processes in realistic, data-driven scenarios.

2. The Branch operates in accordance with the JWC Wargame Process through four major stages: Initiate, Design & Develop, Execute, and Analyse & Report. Each wargame whether integrated into an exercise or stand-alone is designed and executed to meet sponsor objectives while adhering to established NATO doctrine, ethics, and security standards.
3. The WGB's multidisciplinary team comprises Wargame Directors, Designers/Developers, Analysts, Technical Advisors, AI and Modelling & Simulation SMEs, and Graphic Designers. Together, they provide an end-to-end capability from initial concept and game mechanics to execution and analytical reporting.
4. Wargames produced by the WGB inform operational design, concept experimentation, and doctrine development, complementing JWC's broader mission to enhance NATO's readiness and interoperability.

3. Scope of Work:

1. The Contractor shall provide professional, expert-level support to the JWC Wargaming Branch in the design, development, execution, and analysis of NATO strategic- and operational-level wargames and other training events as directed. This service will augment the WGB's organic capability, contributing specialized skills, experience, and innovation to ensure the effective delivery of wargaming projects aligned with the NATO Warfare Development agenda.
2. Key areas of responsibility include:
 - a. Design and Development Support: The Contractor shall assist in the creation and refinement of wargame concepts, objectives, rules, and mechanics, ensuring alignment with sponsor aims. This includes contributing to scenario development, inject creation, adjudication planning, and playtesting. The Contractor shall also support the preparation of documentation, including Wargame Specifications (GAMESPEC), Game Plans (GAMEPLAN), analysis frameworks and conduct stakeholder engagement as required.
 - b. Execution and Facilitation: The Contractor shall support in-game operations as facilitator, controller, or adjudicator as required by the Wargame Director. Subject-matter expertise shall be provided during execution to ensure fidelity and accuracy across all domains (land, maritime, air, space, cyber).
 - c. Analysis and Reporting: The Contractor shall contribute to post-game data collection, analysis, and synthesis of findings. This includes supporting the development of Wargame Analysis Reports, lessons identified and Data Collection and Analysis Plan (DCAP).
 - d. Technical and Innovation Support: The Contractor shall provide advice on the use of advanced methods and tools, including Artificial Intelligence (AI), Modelling and Simulation (M&S), and

digital visual design. Collaboration with the WGB to develop reusable systems, templates, and frameworks for future wargame production is also required.

3. The Contractor shall perform these tasks under the direction of the Wargaming Branch Head and assigned Wargame Director, working closely with NATO civilian and military staff within the JWC collaborative production environment.

4. Eligibility

This Simplified Acquisition is open to Governmental or Commercial entities that:

- a. Originate and are chartered/incorporated within NATO member nations.
- b. Have successfully performed the services, or services of a substantially similar nature as described within the last four (4) years.
- c. At the time of bidding, bidders must be legally authorised to operate this kind of business in any of the NATO-member nations.
- d. Suppliers/Vendors not from participating nations are not eligible as contractors or sub-contractors.
- e. Suppliers' personnel must either hold or obtain a NATO Secret Security clearance by service commencement date

5. Type of Contract

- a. Single award. Firm Fixed Price, Indefinite Delivery Indefinite Quantity, Ordering Contract.

6. Period of Performance and Magnitude

Period of performance:

Base Period: 01 January 2027 – 31 December 2027

- a. Option Period (Actual WU order during each Contract period will be subject to overall JWC funding and agreed JWC Programme of Work):
 - i. 01 January 2028 – 31 December 2028.

7. 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 JWC.

- b. Personnel selected to perform work under this contract are forbidden to share commercial-in-confidence information dealt with in the execution of this work with any individuals outside of current JWC BUDFIN staff or outside companies to include the bidding company. Additionally, release of some information may be restricted for the individual(s) performing the work If the Contracting Officer chooses that it is in the best interest of JWC.
- c. The provisions of this article shall continue in force notwithstanding the completion, expiration, cancellation or termination of this Contract.

8. Tasking and deliverables:

- 1. The Contractor shall deliver outputs including the creation of GAMESPEC, GAMEPLAN, DCAP, WAR, and other deliverables. All deliverables must adhere to NATO standards and meet the quality criteria established by the JWC.
- 2. Personnel assigned to this contract must meet the qualifications and experience requirements detailed in the functional matrixes. This includes demonstrated expertise in wargame design, development, execution, and analysis, as well as proficiency in advanced tools and methodologies such as AI, M&S, and data analysis.
- 3. Deliverables: The majority of the associated deliverables fall under the wider category of content development and delivery. In general, they can be described as “synthetic” documentation, information and data, combining real with fictitious elements, intended for use by the respective Training Audience(s) at military-political, military-strategic and/or military-operational levels in accordance with accredited processes and procedures and applicable Command, Control and Communication systems. Key deliverables include products such as “Geostrategic Situation (Summary)”, “Theatre of Operations Information”, “Strategic Initiation”, “Crisis Response Planning Information”, “Force Activation and Deployment Information” and “Execution Information” as well as the supplementary subject-matter-expert advice / consultation and the required data / information management.
 - i. “Deliverables” in the context of this contract also includes physically tangible objects such as documents, briefings / presentations, databases, maps, etc. In general, they have to be complete, stand-alone, and provide the required depth and scope of information in accordance with applicable direction, guidance and quality standards. Specific to the described scope of work, synthetic products will have to adhere to the same quality criteria and standards as the respective real product.
 - ii. Deliverables will be assigned and are due as per the project-specific plan.

4. "Consultation" is defined as the provision of advice and assistance to JWC (ODE), OSE, and OCE staffs as well as training audiences related to the respective subject-matter-area of expertise, throughout all exercise phases.
5. "Project management" is referred to as a capability to manage and coordinate the technical aspects of the project's deliverables, to include overall quality assurance measures and risk management. Whilst schedule and reporting aspects will always be defined under the direction of military/NATO staff.

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 as a member of a small team, in a fast-paced and dynamic environment.

ii. Competencies

- 1) Adaptability/Flexibility – The ability to modify a plan or approach when new information becomes available. This includes recognizing and applying multiple pathways to achieve the intended objective.
- 2) Loyalty – The ability to support the organization's mission, values, and objectives in a reliable, trustworthy, and integrity-driven manner. This includes consistently safeguarding confidential information, responsibly representing the organization both internally and externally, and demonstrating commitment to act in the organization's best interest even under challenging circumstances.
- 3) Communication – The ability to clearly and accurately convey and receive information, including verbal, written, and non-verbal feedback. This includes recognizing various forms of feedback and the ability to elaborate and clarify topics as needed.
- 4) Assertiveness – The willingness and ability to actively participate, express, and defend a position or opinion until presented with factual evidence that supports a better alternative.
- 5) Influencing – The ability to produce effects on the actions, behaviors, and/or opinions of others through deliberate actions or processes. This includes adapting styles of argumentation and language to effectively communicate one's position.

- 6) Initiative – The ability to identify opportunities and act independently without being prompted. This includes recognizing bottlenecks or problems even outside one’s immediate scope and contributing ideas or solutions to improve outcomes for the training audience.
- 7) Cooperation – The ability to contribute to a common goal or joint action by working collaboratively with others and sharing information in a cooperative format.
- 8) Decision-Making – The ability to apply logical and sound judgment to make decisions and select appropriate courses of action based on the analysis and processing of available information.
- 9) Analytical Thinking – The ability to examine situations or information both major and minor issues to identify relevant connections and determine the core of the problem.
- 10) Digital Proficiency – Proficiency in the use of MS Office and MS Teams software, as well as knowledge of AI systems, their capabilities, and practical applications.

9. Required Experience/Qualification of Personnel

- a. Must meet the qualifications and experience requirements detailed in the functional matrixes provided as an attachment.

1.1	Wargaming Analyst
2.1	Wargaming Designer/Developer

10. Furnished Materials and Services

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

11. Required Travel for Non-Personnel Services Contracts

1. Personnel assigned to the JWC Wargaming Branch under this contract will be required to travel in support of wargame development, coordination, and execution activities. Travel by contractors in support of the JWC mission is only performed when a member of the approved Peacetime Establishment is unable to perform the mission.
2. Once a requirement for tasked travel has been established, the JWC Contractor Travel Request form must be completed and approved prior to any travel being

conducted. The in-house Travel Office sets the Transportation Ceiling cost, and contractors may elect to book transportation through the in-house travel office or their own supplier. When transport tickets are purchased through another source, only fixed ticket price at or below the in-house travel agency rate is reimbursed to the contractor company.

3. Per diem is based on the NATO daily subsistence allowance, which covers meals, lodging, and incidental expenses. This rate varies by location and adjusts to the current exchange rate. Per diem reimbursement is only made at these rate amounts. Separate Purchase Orders are made for each Special Tasked Travel requirement and sent to the Contractor for acceptance prior to commencing travel. This additional purchase order shall be invoiced separately upon completion of the tasked travel.
4. Travel may include participation in sponsor coordination meetings, conferences, and workshops within NATO Commands and Allied nations; on-site wargame execution or support at NATO or partner locations; and engagements with NATO Centres of Excellence, industry partners, and academic institutions for research, training, or collaboration. Estimated travel includes up to eight trips per year, generally lasting three to five days each, primarily within NATO Europe.
5. All travel will be conducted in accordance with JWC travel procedures and NATO financial regulations, as defined in JWC SOI 801-610. The contractor must ensure readiness for short-notice travel to support critical wargame events.
6. Travel may include:
 - a. Participation in sponsor coordination meetings, conferences, and workshops within NATO Commands and Allied nations.
 - b. On-site wargame execution or support at NATO or partner locations.
 - c. Engagements with NATO Centres of Excellence, industry partners, and academic institutions for research, training, or collaboration.
7. Estimated travel: Up to 8 trips per year, generally lasting 3–5 days each, primarily within NATO Europe.

12. 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.

13. Physical Security

- a. Contractor's personnel require NATO SECRET Clearance, which must be maintained throughout life of the service.
- b. Supplier personnel will be required to adhere to all to JWC security directives.
- c. JWC accepts no liability in the case of the occurrence where access is not granted due to non-compliance with JWC/NATO security provision.

14. Security and confidentiality requirements

- a. Security Requirements.

For the Request for Visit procedures, Personal Security Clearances (PSC), and Facility Security Clearance (FSC), the Directive on Classified Project and Industrial Security (AC/35-D/2003-REV8) applies.

- b. Personal Security Clearance (PSC).

The Contractor must provide the Request for Visit, signed by JWC and confirming valid clearance at the NATO SECRET level throughout the contract term at JWC, in advance. The Contractor shall obtain all required security clearances for its personnel performing services under this SOW before starting work on the SOW. The Contractor must secure a NATO Secret Personnel Security Clearance (PSC) to work at JWC via the Request for Visit procedure, in accordance with the NATO Directive on Classified Project and Industrial Security dated 19 May 2015, specifically Appendix 8, Annex 1 AC/35-D-Rev5. No waiver of this requirement shall be granted. No personnel lacking the necessary clearance may be assigned. If the Contractor is unable to assign personnel with the required security clearance by the start date, the Contractor shall be liable for bid non-compliance or immediate contract termination. The Contractor must provide advance written proof of the ability to assign fully cleared personnel prior to the contract award, if applicable.

- c. Contractor's Facility Security Clearance (FSC).

The facility of the Contractor/Sub-contractor shall hold a NATO Secret Facility Security Clearance without storage capabilities where required by applicable national regulations. The Bidders may provisionally participate in a bidding process pending final receipt of the national clearances. However, all clearances required to execute the contract should be in-place prior to contract award, if applicable.

- d. Security Conditions.

The Contractor must adhere to current security conditions at the JWC and other work sites. The Contractor personnel shall comply with all local Host Nation, NATO security provisions and other policies and procedures, as required. Access passes will be provided subject to the JWC regulations.

e. Confidentiality requirements.

The Contractor shall keep confidential any information obtained under or in connection with this Contract and shall not divulge the same to any third party without the prior written consent of JWC. Provisions of this clause will remain in force notwithstanding the termination of this Contract regardless of the cause for termination.

15. 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.

16. Financial Specification

- a. The bidder shall provide an all-inclusive firm fixed price proposal to deliver services in line with the SOW and in accordance with contract terms and conditions. This price proposal shall cover all their costs for their involvement at the specified location(s) including preparation, local travel, per diem and any mark-up.
- b. Work Unit Rate
 - i. In the price proposal the bidder shall submit its all-inclusive pricing **including an extended add-on work unit rate** for delivering the requested services which include any preparation and/or off-site work required prior to execution. What the Bidder shall not include in this rate is the travel cost, which will be reimbursed as detailed below.

c. Travel

- i. Bidder shall provide a one-time Firm-Fixed Price amount for return travel costs to/from Stavanger, Norway.
- ii. Bidder should plan for complete self-arrangements of travelling to NATO JWC on commence and conclusion of service.

17. Place of Performance

- a. The work will be done on site at JWC, Stavanger.

18. Pricing

- a. Bids must be submitted with a Work Unit/Daily Rate using the attached Bid Form. The quoted rate must be “all-inclusive” [i.e. including but not limited to any travel required by the Company, per diem/subsistence allowance, accommodation, local transport etc.] based on a Monday-Friday schedule, with approximately 16-22 WUs per month needed.
- b. Formula for the evaluation for award is listed on the bid form. Actual order will be agreed by mutual agreement, availability of funds, and ordering using the bid prices. Bid Prices are firm for the Period of Performance.
- c. Please note that JWC will not be able to provide assistance with local transportation or accommodation.

19. Currency

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

20. Price Comparison

- a. For the purpose of price comparison, all quoted prices will be NOK. JWC will make the evaluation of bids solely on the basis of the requirements specified herein. Bids will be evaluated upon the technical acceptability of each submitted Qualifications Candidate Matrix (Annex A) and the price proposals. The anticipated Deliverable contract shall be awarded to the bidder(s) submitting the **Lowest Price Technically Compliant** offer.
- b. JWC is not responsible for seeking any information that is not easily identified and available in the proposal package.

21. Partial Bidding

- a. Partial Bidding is NOT AUTHORIZED.

22. Bid Closing Date

- a. Bids must be received at JWC **not later than 13:00 hours (local time Norway), 2 October 2026**. At that time and date, bidding will be closed.

23. Bid Submittal

As this procurement is executed under Simplified Acquisition procedures, you are kindly requested to submit the completed forms to the following email address:

Email Address: jwc.pcs@nato.int
timothee.maillefer@nato.int
natalie.dillon@nato.int

In the subject field of the e-mail, please use the following reference:

BID PROPOSAL JWC-26-R-0013

24. Communications and Contacts for Clarification

a. Communications in General

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

b. Bidders Request for Clarification

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

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

c. Clarification of Proposals and Discussions

During the proposal evaluation process, JWC reserves the right to discuss any proposal with the bidders in order to clarify what is being offered (technical capabilities, financial information, investment plan, etc.) and to

resolve any potential areas of noncompliance. However, no change to the content of the proposal (technical, financial, etc.) shall be permitted.

Additionally, due to the highly technical nature of these requirements, JWC reserves the right conduct pre-award discussions with any proposed Candidates to accurately assess identified technical competencies. Discussions will be limited to scope of this RFQ and the evaluation criteria identified.

d. Clarification question deadline

16 September 2026 not later than 13:00 hours (local time Norway).

e. Point of Contact

CRP Timothee Maillefer, Contracting Officer

Tel: +47 52 87 92 91

E-mail address: timothee.maillefer@nato.int

Ms. Natalie Dillon, Buyer and Contract Administrator

Tel: +47 52 87 92 86

Email address: natalie.dillon@nato.int

All correspondence is also to be forwarded to group email box:

jwc.pcs@nato.int

Joint Warfare Centre

BUDFIN – Purchasing and Contracting Branch

ATTN: Timothee Maillefer

P.O. Box 8080

Eikesetveien 29

N-4068 Stavanger

Norway

25. NATO General Terms and Conditions

The JWC General Terms and Conditions are applicable to this procurement and can be located on the JWC website at

<https://www.jwc.nato.int/opportunities/contracting/> under Contracting Clauses.

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:

“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.”

Attachment 1: Qualifications Matrix 1.1 & 2.1

1.1 Wargaming Analyst

2.1 Wargaming Designer/Developer

Attachment 2: BID FORM

BID FORM

Firm Fixed Price Proposal

Item	Description: Base 1 January 2027 - 30 December 2027	Work Unit (Daily Rate)
1.	Wargaming Analyst Onsite Work Unit (daily rate for x Quantity 1)	
2.	Wargaming Designer/Developer Onsite Work Unit (daily rate for x Quantity 1)	
3.	Add-on Extended work unit rate (to increase to 8-12 work day)	
4.	Flight cost (one time cost over life of the contract) (Firm Fixed Price)	

Item	Description: Option 1 1 January 2028 - 30 December 2028	Work Unit (Daily Rate)
5.	Wargaming Analyst Onsite Work Unit (daily rate x Quantity 1)	
6.	Wargaming Designer/Developer Onsite Work Unit (daily rate x Quantity 1)	
7.	Add-on Extended work unit rate (to increase to 8-12 work day)	

Total Cost for Evaluation for purpose of award will be:

Evaluated Cost = (Item 1 x 220) + (Item 2 x 220) + (Item 3 x 30) + Item 4 + (Item 5 x 220) + (Item 6 x 220) + (Item 7 x 30) = Total Cost

Bidder Comments:

Date: _____

Company: _____

Name & Title: _____

Signature: _____

Bid Reference: **JWC-26-R-0013**