

RFP-ACT-JFTC 08-26
SIMPLIFIED ACQUISITION
REQUEST FOR PROPOSAL FOR
SPECIALISED GREY CELL SUBJECT MATTER EXPERT SUPPORT FOR
HUMAN SECURITY AND CIVIL-MILITARY FUNCTIONS IN EXERCISES (IDIQ)

BIDDING INSTRUCTIONS

12 MAY 2026

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PART I - BIDDING INSTRUCTIONS

1. General

The purpose of this Request for Proposal (RFP) is the competitive selection of the lowest priced compliant bidder offering services for the Specialised Grey Cell Subject Matter Expert Support for Human Security and Civil-Military Functions in Exercises (IDIQ). The result of this bidding will be Indefinite Delivery – Indefinite Quantity (IDIQ) Commercial Personnel Services Contract in accordance with the JFTC Special Terms and Conditions for Short Term Operational Personnel Services Contracts in Support of Training Events.

2. Classification

This RFP is an UNCLASSIFIED document.

3. Definitions

- a) The term "Potential Bidder" shall refer to the entity that intends, without commitment, to participate in this RFP.
- b) The term "Bidder" shall refer to the bidding entity that has completed a bid in response to this RFP.
- c) The term "Compliance" as used herein means strict conformity to the requirements and standards specified in this RFP.
- d) The term "Statement of Work" (hereinafter referred to as SOW) refers to the technical requirements defined by JFTC.
- e) The term "ACT" shall refer to the Allied Command Transformation located in Norfolk, USA.
- f) The other definitions are explained in Paragraph 1 of Part II of this RFP – JFTC General Contract Terms and Conditions.

4. Eligibility

This RFP is opened to governmental or commercial entities that:

- a) Originate and are chartered/incorporated within NATO member nations.
- b) Contractor personnel (resources) performing services under the contract must be citizens of a NATO nation, having appropriate professional training and experience in related field(s), and meet applicable criteria for personal security clearance.

5. Exemption of taxes

In accordance with Article VIII of the Paris Protocol dated 28 August 1952 and Art. 17 of the Supplementary Agreement between the Government of the Republic of Poland and Headquarters, Supreme Allied Commander Transformation and the Supreme Headquarters Allied Powers Europe to the Protocol on the status of International Military Headquarters set up pursuant to the North Atlantic Treaty, dated 9 July 1966, goods and services under this Contract are exempt from taxes, duties and similar charges.

6. Terms and Conditions of the Bid

All the terms and conditions of a bid are deemed to be accepted by the Bidder and incorporated into the Bidder's proposal submission. It is the JFTC's intention that the General Terms and Conditions stated in this bid and the successful Bidder's response to this bid will form the contract between the JFTC and the successful Bidder.

7. Amendment or Cancellation

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

8. Clarifications to Solicitation

- a) Potential Bidders should seek clarification at their earliest convenience. Any explanation regarding the meaning or interpretation of terms, clause, provision or specifications of this RFP, shall be requested in writing, from the Contracting Officer. The Contracting Officer must receive such requests for clarification no later than 14 calendar days before bid closing date. The Contracting Officer has no obligation to answer questions submitted after this time.
- b) Information in response to a request for clarification to a potential bidder shall be furnished to all potential Bidders as a Question and Answer (Q&A) amendment (except for the identity of the questioner) not later than 7 calendar days before the closing date for bids. All such amendments shall be incorporated into this RFP. The answers issued by the Contracting Officer shall be regarded as an authoritative interpretation of the RFP. Oral interpretations shall not be binding unless confirmed in writing by the Contracting Officer.
- c) The [Frequently Asked Questions](#) (FAQ) published on the JFTC official website contain answers to some of the commonly asked questions. The aim of FAQ is to help potential bidders to understand the bidding process. Please peruse them first.

9. Bid Closing Date

- a) Bids shall be received at the JFTC Contracting Office, no later than **17 June 2026, 13:00 hours, Central European Time**. No bids shall be accepted after this time and date.
- b) Written and duly justified requests for extensions of the bid closing date shall be submitted directly to the Contracting Officer and may be granted at his discretion. Such requests must reach the Contracting Officer not later than 14 calendar days prior bid closing date. When extensions of the bid closing date are granted, the Contracting Officer will immediately advise all the potential offerors by publishing it on the JFTC website, and when possible, by sending the notification via email.

10. Bid Validity

- a) Bids shall be irrevocable for a period of ninety days (90) from the applicable closing date set forth within this RFP.
- b) To comply with this requirement, the bidder shall complete the Certificate of Bid Validity set forth in Enclosure 7. Bids offering less than the period referred to above for acceptance by Contract Award Committee (CAC) may be determined to be non-compliant.
- c) The CAC will endeavor to complete the evaluation and make an award within the period referred to above. However, should that period prove insufficient to render an award, the CAC reserves the right to request an extension of the period of validity.
- d) Upon notification by the Contracting Officer of such a request for a time extension, the bidders shall have the right to:
 - a. accept this extension of time in which case bidders shall be bound by the terms of their offer for the extended period and Certificate of Bid Validity extended accordingly; or
 - b. refuse this extension of time and withdraw the Bid.
- e) Bidders shall not have the right to modify their Bids due to Contracting Officer request for extension of the Bid validity unless expressly stated in such request.

11. Contents of Proposal

The proposal **shall consist** of the following documents:

- a) A table of contents for the entire proposal (Enclosure #1);
- b) Compliance Statement (Enclosure #3);
- c) Company Price Proposal (Enclosure #4);
- d) Past Performance Form (Enclosure #5);
- e) Certificate of Bid Validity (Enclosure #6);
- f) Certificate of Independent Determination (Enclosure #7);
- g) Certificate of Exclusion of Taxes and Charges (Enclosure #8);
- h) Statement of Absence of Conflict of Interest (Enclosure #9);
- i) Certificate of Legal Name of Bidder (Enclosure #10).
- j) Proposals for suitable candidates that meet all requirements defined in the Statement of Work (SOW), paragraph 6. Bidders shall fill in Enclosure #2 and outline how compliance is achieved and specifically reference the information within the relevant supporting documentation. The index of supporting documentation is mandatory.

12. Proposal Submission

- a) The proposal shall be made in English language.
- b) Bids must be submitted electronically as three separate e-mails:

- **E-mail Volume 1** – containing **Administrative Proposal**
 - **E-mail Volume 2** – containing **Technical Proposal (can be divided into two emails, see point e) below)**
 - **E-mail Volume 3** – containing **Price Proposal**
- each of them properly identified (including bidder name).**

- c) It is strictly required that bids are presented in the correct format and include all documents necessary to enable the CAC to assess them. Failure to respect these requirements will constitute a formal error and may result in the rejection of the tender.
- d) The Administrative, Technical and Price Proposals shall be sent as separate PDF files compressed to minimize the size. There shall be one file per Volume with all documents/enclosures combined.
- e) **The Technical Proposal must not exceed 240 pages in total. Within the total page count, the section dedicated to each of the 12 candidates is limited to a maximum of 20 pages. Text must be written in Arial, font size 10. The Technical Proposal must be submitted in A4 format as either single or maximum two, searchable PDF files. The total single email size, including the attachment, must not exceed 17 MB.** Technical Proposal exceeding these limits will be deemed as administratively not compliant and will not be evaluated further.
- f) Proposal packages are to be sent via e-mail to the following email address: ryszard.piasecki@nato.int
- g) Quotations shall be made as net prices in the National Currency of the Bidder.
- h) For the price comparison all quoted prices will be converted by the CAC into PLN based on the Bank Pekao S.A. selling exchange rates at close of business of the last working day preceding the Bid Closing Day.
- i) It is the sole responsibility of the company interested to review any Q & A that may be issued in support of this solicitation, prior to bid submission.
- j) No oral bids or oral modifications or telephonic bids shall be considered.
- k) Partial bidding is not permitted.
- l) It is the ultimate responsibility prior to submission that all proposal submissions are reviewed to ensure they meet the technical and administrative specifications and that offers meet the limitations and expressed conditions.

13. Late Proposals

- a) It is solely the bidder's responsibility that every effort is made to ensure that the proposal reaches the JFTC prior to the established closing date and time. None of the late bids shall be accepted.
- b) The date and time of delivery of the last e-mail with proposal submitted by the Bidder to the mailbox provided above in point 12.f) will be considered for establishing delivery time.

14. Bid Withdrawal

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

15. 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 at the discretion of JFTC. Such determinations shall be consistent with the evaluation criteria specified in the RFP. The JFTC is not responsible for any content that is not clearly identified in any proposal package.
- b) The Bidder is to submit valid and recognised documents to prove that dedicated personnel for each position have the required qualifications. Evaluations of submitted documents in terms of their validity and recognition shall be at the discretion of JFTC.
- c) The following rules apply to submitted reference letters (including letters of appreciation, etc.):
 - (1) The reference letter must include the exact dates during which the signatory worked with or supervised the bidder/proposed contractor.
 - (2) The signatory must include their job title and role during the period of supervision including valid contact information (preferably work email and phone number).
 - (3) The signatory must sign a declaration attesting that the information provided is truthful and accurate to the best of their knowledge.
 - (4) Reference regarding work performed outside the period during which the signatory worked with or supervised the bidder/proposed will be disregarded.
 - (5) References may be subject to random audits, and discrepancies between the information provided and verified records will result in bid disqualification.
- d) Prior to the commencement of the technical compliance, Bids will be reviewed for administrative compliance with the Bid Submission Requirements of this RFP. These are as follows:
 - (1) The Bid was received by the Bid Closing Date and Time.
 - (2) The Bid is complete, i.e. contains separate administrative, technical and price proposals.
 - (3) The bidder has attached signed copies of the required Certificates and Statements and provided all other required Enclosures.
 - (4) The Bid is made in English language. Any documents supporting the bid that are not translated into English language (self-translation will be accepted) shall not be considered eligible.
 - (5) The Technical Proposal is complete and meets the purpose of this RFP.

A Bid that fails to conform to one or more of the above requirements will be declared non-compliant and shall not be evaluated further by JFTC (selection criteria: pass or fail).
- e) Determination of Technical Compliance (selection criteria: pass or fail).
- f) Upon determination that the technical volume is responsive and technically compliant, such offers shall be approved to the final phase of bidding process which is the evaluation of price proposals. Each position will be evaluated and awarded individually based on the lowest-priced proposal that meets all requirements.

- g) Successful cost price criteria (Lowest Price Technical Compliant Offer/s). The Contracting Officer shall record the price proposals for the Technically Compliant Offers only. No deviation from proposed pricing is authorised.

16. Clarifications of Proposals

During the entire evaluation process the CAC reserves the right to discuss any bid with the order to clarify what is offered and interpretation of language within the bid, to resolve in potential areas of noncompliance. Clarifications should not cause prices to change or technical offerings to materially change. Following receipt of bids/proposals, clarification requests should be limited to resolving likely administrative errors (e.g., clerical mistakes, as in the obvious misplacement of a decimal point).

17. Award

- a) The JFTC shall award the contract to Bidder, whose conforming proposal represents the lowest priced compliant offer.
- b) The contract Award date is anticipated before 30 June 2026.
- c) The JFTC reserves the right to withdraw the award of the contract to a successful Bidder within 30 days of the award if in the opinion of the JFTC the successful Bidder is unable or unwilling to enter a form of contract satisfactory to the JFTC. The JFTC shall be entitled to do so without any liability being incurred by the JFTC to the Bidder.

18. Disputes

Disputes will be settled between the bidder and the Contracting Officer by mutual agreement through negotiation, while respecting and observing NATO regulations and policies.

19. Communications

- a) All communication related to this RFP between a potential bidder and the JFTC shall be only through the JFTC Contracting Officer. Designated contracting staff shall assist the JFTC Contracting Officer in the administrative process. There shall be no contact with other JFTC personnel regarding this RFP. Such adherence shall ensure fair and open competition with equal consideration and competitive footing leverage to all interested parties.
- b) Any attempt by a bidder to obtain confidential information, enter into unlawful agreements with competitors or influence the CAC or JFTC during the process of examining, clarifying, evaluating and comparing bids will lead to the rejection of its bid.

20. Point of Contact

Ryszard PIASECKI, JFTC Contracting Officer - ryszard.piasecki@nato.int

Joint Force Training Centre
BUDFIN – Contracting Office
RFP-ACT-JFTC 08-26
ul. Szubinska 2
85-312 Bydgoszcz, Poland

PROPOSAL CHECKLIST

Table of Contents

ADMINISTRATIVE

- Compliance Statement (Enclosure #3).
- Past Performance Form (Enclosure #5)
- Certificate of Bid Validity (Enclosure #6)
- Certificate of Independent Determination (Enclosure #7)
- Certificate of Exclusion of Taxes and Charges (Enclosure #8)
- Statement of Absence of Conflict of Interest (Enclosure #9)
- Certificate of Legal Name of Bidder (Enclosure #10)

TECHNICAL

- Technical proposal, including:
 - Contractor's proposed Key Personnel Candidates Technical Evaluation Matrix (Enclosure #2)
 - Proposed Key Personnel Supporting Documentation (relevant certificates, CV, diplomas, letters of appreciation, letters of reference, etc.)
 - Index of Supporting Documentation

PRICE

- Price Proposal (Enclosure #4).

CONTRACTOR'S PROPOSED KEY PERSONNEL CANDIDATE
TECHNICAL EVALUATION MATRIX -(Name and Surname)
DEPUTY GREY CELL COORDINATOR

#	Criteria	JFTC Evaluati on (C/N)	Comments (Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information within the proposal [index/page/para] with relevant documentation that demonstrates compliance with the criteria)
1	Experience in NATO exercises, military planning and operations at the tactical and operational level		Sample: <i>Compliance narrative: ...</i> <i>Unequivocal reference evidenced by:</i> <i>Index item #, Proposal page #</i> <i>Index item #, Proposal page #</i>
2	Experience in leadership and managing a diverse team consisting of uniformed persons and civilians. Ability to manage and delegate tasks efficiently		
3	Experience (last three years) working with various IOs/NGOs/GOs (ex. UNOCHA, ICRC, CIVIC, DG-ECHO) and be able to portray various organizations to support storylines/injects, both owned and supported by the Grey Cell		
4	Experience in the last three years in the Field of Human Security		
5	A native English language speaker or an individual presenting excellent command of spoken and written English, with a proven ability to communicate effectively orally and in writing at the level of (SLP) NATO STANAG 6001 - 3333 (Listening, Speaking, Reading and Writing). The Bidder must provide supporting document(s)/evidence per SOW point 6.c.(12.)		

CONTRACTOR'S PROPOSED KEY PERSONNEL CANDIDATE
TECHNICAL EVALUATION MATRIX -(Name and Surname)
INTERNATIONAL ORGANISATIONS (IO) / NON-GOVERNMENTAL ORGANIZATIONS (NGO) SME

#	Criteria	JFTC Evaluati on (C/N)	Comments (Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information within the proposal [index/page/para] with relevant documentation that demonstrates compliance with the criteria)
1	Experience in IO/NGOs responses in international crisis interacting with organizations such as NATO, African Union, Host Nations or United Nations		<p>Sample: <i>Compliance narrative: ...</i></p> <p><i>Unequivocal reference evidenced by:</i> <i>Index item #, Proposal page #</i> <i>Index item #, Proposal page #</i></p>
2	Demonstrate recent experience (within past five years) as an IO or NGO SME (ex. UNDP, UNOCHA, ICRC, Red Cross, Save the Children, Centre for Civilians in Conflict (CIVIC), Protection of Civilians) in an operational role (preferred) or staff role		
3	Experience portraying IO or NGO actions/responses in an international crisis		
4	Experience as part of the Exercise Control (EXCON) Grey Cell (or equivalent organization) in NATO, United Nations exercises and Disaster or Humanitarian national level exercise		
5	A native English language speaker or an individual presenting excellent command of spoken and written English, with a proven ability to communicate effectively orally and in writing at the level of (SLP) NATO STANAG 6001 - 3333 (Listening, Speaking, Reading and Writing). <i>The Bidder must provide supporting document(s)/evidence per SOW point 6.c.(12.)</i>		

**CONTRACTOR’S PROPOSED KEY PERSONNEL CANDIDATE
 TECHNICAL EVALUATION MATRIX -(Name and Surname)
 POLITICAL ADVISOR (HOST NATION, NEUTRAL GOVERNMENTS ADVERSARIAL PERSPECTIVES)**

#	Criteria	JFTC Evaluati on (C/N)	Comments (Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information within the proposal [index/page/para] with relevant documentation that demonstrates compliance with the criteria)
1	Demonstrate recent experience (within past five years) as a POLAD or acting as a POLAD within NATO or NATO exercises		<p>Sample: <i>Compliance narrative: ...</i></p> <p><i>Unequivocal reference evidenced by: Index item #, Proposal page # Index item #, Proposal page #</i></p>
2	In-depth knowledge of the European Theatre to include security policy and be capable of advising both Exercise Control personnel as well as the Training Audiences		
3	A native English language speaker or an individual presenting excellent command of spoken and written English, with a proven ability to communicate effectively orally and in writing at the level of (SLP) NATO STANAG 6001 - 3333 (Listening, Speaking, Reading and Writing). <i>The Bidder must provide supporting document(s)/evidence per SOW point 6.c.(12.)</i>		

**CONTRACTOR’S PROPOSED KEY PERSONNEL CANDIDATE
 TECHNICAL EVALUATION MATRIX -(Name and Surname)
 HUMAN SECURITY SME #1**

#	Criteria	JFTC Evaluation (C/N)	Comments (Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information within the proposal [index/page/para] with relevant documentation that demonstrates compliance with the criteria)
1	Minimum of three years of professional experience in Human Security - related fields, such as Protection of Civilians, Conflict-Related Sexual Violence, Children and Armed Conflict, Counter-Trafficking in Human Beings, Cultural Property Protection		Sample: <i>Compliance narrative: ...</i> <i>Unequivocal reference evidenced by:</i> <i>Index item #, Proposal page #</i> <i>Index item #, Proposal page #</i>
2	Familiar with Gender Perspective in Military operations and the UN’s Women Peace and Security agenda		
3	Demonstrated operational or field experience in conflict, crisis, stabilisation, or humanitarian environments, preferably through work with NATO operations or exercises, UN missions, EU or OSCE engagements, or recognized international humanitarian organizations		
4	Expert knowledge of NATO Human Security policy and doctrine, including the NATO Policy on Protection of Civilians, the NATO Human Security Approach, Bi-SC directives, NATO Gender Perspective frameworks, and CIMIC concepts, as well as an understanding of operational planning, targeting, and Rules of Engagement processes		
5	A native English language speaker or an individual presenting excellent command of spoken and written English, with a proven ability to communicate effectively orally and in writing at the level of (SLP) NATO STANAG 6001 - 3333 (Listening, Speaking, Reading and Writing). <i>The Bidder must provide supporting document(s)/evidence per SOW point 6.c.(12.)</i>		

CONTRACTOR'S PROPOSED KEY PERSONNEL CANDIDATE
TECHNICAL EVALUATION MATRIX -(Name and Surname)
HUMAN SECURITY SME #2

#	Criteria	JFTC Evaluation (C/N)	<p style="text-align: center;">Comments</p> <p>(Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information within the proposal [index/page/para] with relevant documentation that demonstrates compliance with the criteria)</p>
1	Minimum of three years of professional experience in Human Security - related fields, such as Protection of Civilians, Conflict-Related Sexual Violence, Children and Armed Conflict, Counter-Trafficking in Human Beings, Cultural Property Protection		<p>Sample: <i>Compliance narrative: ...</i></p> <p><i>Unequivocal reference evidenced by:</i> <i>Index item #, Proposal page #</i> <i>Index item #, Proposal page #</i></p>
2	Familiar with Gender Perspective in Military operations and the UN's Women Peace and Security agenda		
3	Demonstrated operational or field experience in conflict, crisis, stabilisation, or humanitarian environments, preferably through work with NATO operations or exercises, UN missions, EU or OSCE engagements, or recognized international humanitarian organizations		
4	Expert knowledge of NATO Human Security policy and doctrine, including the NATO Policy on Protection of Civilians, the NATO Human Security Approach, Bi-SC directives, NATO Gender Perspective frameworks, and CIMIC concepts, as well as an understanding of operational planning, targeting, and Rules of Engagement processes		
5	<p>A native English language speaker or an individual presenting excellent command of spoken and written English, with a proven ability to communicate effectively orally and in writing at the level of (SLP) NATO STANAG 6001 - 3333 (Listening, Speaking, Reading and Writing).</p> <p><i>The Bidder must provide supporting document(s)/evidence per SOW point 6.c.(12.)</i></p>		

**CONTRACTOR'S PROPOSED KEY PERSONNEL CANDIDATE
 TECHNICAL EVALUATION MATRIX -(Name and Surname)
 INTERNATIONAL LAW SME**

#	Criteria	JFTC Evaluati on (C/N)	Comments (Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information within the proposal [index/page/para] with relevant documentation that demonstrates compliance with the criteria)
1	Minimum of three years of professional experience in international law, with a focus on the law of armed conflict (LOAC), international humanitarian law (IHL), and human rights law		<p>Sample: <i>Compliance narrative: ...</i></p> <p><i>Unequivocal reference evidenced by:</i> <i>Index item #, Proposal page #</i> <i>Index item #, Proposal page #</i></p>
2	Strong understanding of NATO legal frameworks, including the NATO SOFA agreements, relevant NATO policies and directives, and the legal basis for NATO operations and collective defense		
3	Experience working with international organizations, such as the United Nations, the International Committee of the Red Cross, and other relevant actors, and being able to incorporate international legal standards and perspectives into their role		
4	A native English language speaker or an individual presenting excellent command of spoken and written English, with a proven ability to communicate effectively orally and in writing at the level of (SLP) NATO STANAG 6001 - 3333 (Listening, Speaking, Reading and Writing). <i>The Bidder must provide supporting document(s)/evidence per SOW point 6.c.(12.)</i>		

**CONTRACTOR’S PROPOSED KEY PERSONNEL CANDIDATE
 TECHNICAL EVALUATION MATRIX -(Name and Surname)
 NATION STABILITY SME (GOVERNANCE, RULE OF LAW)**

#	Criteria	JFTC Evaluati on (C/N)	Comments (Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information within the proposal [index/page/para] with relevant documentation that demonstrates compliance with the criteria)
1	Minimum of three years of professional experience in stability operations, post-conflict recovery, state-building, or governance development in fragile or conflict-affected environments		<p>Sample: <i>Compliance narrative: ...</i></p> <p><i>Unequivocal reference evidenced by:</i> <i>Index item #, Proposal page #</i> <i>Index item #, Proposal page #</i></p>
2	Strong understanding of NATO stability operations doctrine, including concepts related to the comprehensive approach, Civil-Military interaction, host-nation capacity development, and transitioning from conflict to stability		
3	A native English language speaker or an individual presenting excellent command of spoken and written English, with a proven ability to communicate effectively orally and in writing at the level of (SLP) NATO STANAG 6001 - 3333 (Listening, Speaking, Reading and Writing). <i>The Bidder must provide supporting document(s)/evidence per SOW point 6.c.(12.)</i>		

**CONTRACTOR’S PROPOSED KEY PERSONNEL CANDIDATE
 TECHNICAL EVALUATION MATRIX -(Name and Surname)
 HUMANITARIAN ASSISTANCE TO LOCAL POPULATIONS SME**

#	Criteria	JFTC Evaluati on (C/N)	<p style="text-align: center;">Comments</p> (Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information within the proposal [index/page/para] with relevant documentation that demonstrates compliance with the criteria)
1	Minimum of three years of professional experience in humanitarian response, disaster relief, civil protection, or emergency management in conflict-affected or disaster-prone environments		<p><i>Sample:</i> <i>Compliance narrative: ...</i></p> <p><i>Unequivocal reference evidenced by:</i> <i>Index item #, Proposal page #</i> <i>Index item #, Proposal page #</i></p>
2	Demonstrated field experience working with humanitarian operations, including roles involving needs assessments, relief coordination, protection of vulnerable populations, logistics support, or emergency planning		
3	A native English language speaker or an individual presenting excellent command of spoken and written English, with a proven ability to communicate effectively orally and in writing at the level of (SLP) NATO STANAG 6001 - 3333 (Listening, Speaking, Reading and Writing). <i>The Bidder must provide supporting document(s)/evidence per SOW point 6.c.(12.)</i>		

**CONTRACTOR’S PROPOSED KEY PERSONNEL CANDIDATE
 TECHNICAL EVALUATION MATRIX -(Name and Surname)
 CIVIL RESILIENCE SME**

#	Criteria	JFTC Evaluation (C/N)	Comments (Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information within the proposal [index/page/para] with relevant documentation that demonstrates compliance with the criteria)
1	Minimum of three years of professional experience in civil preparedness, national resilience planning, crisis management, or critical infrastructure protection within governmental, military, or international organizational settings		Sample: <i>Compliance narrative: ...</i> <i>Unequivocal reference evidenced by:</i> <i>Index item #, Proposal page #</i> <i>Index item #, Proposal page #</i>
2	Demonstrated experience working on national or multinational resilience frameworks, including activities related to continuity of government, continuity of essential services, emergency response coordination, and population preparedness		
3	Detailed understanding of NATO’s civil preparedness and resilience requirements, including the NATO Baseline Requirements for National Resilience, host-nation support mechanisms, and the role of civil resources in collective defense and crisis response		
4	Demonstrated experience supporting military or national-level exercises, including developing resilience-focused injects, scenario elements involving infrastructure disruption or societal stress, and contributing to planning cycles and decision-making events		
5	A native English language speaker or an individual presenting excellent command of spoken and written English, with a proven ability to communicate effectively orally and in writing at the level of (SLP) NATO STANAG 6001 - 3333 (Listening, Speaking, Reading and Writing). <i>The Bidder must provide supporting document(s)/evidence per SOW point 6.c.(12.)</i>		

**CONTRACTOR’S PROPOSED KEY PERSONNEL CANDIDATE
 TECHNICAL EVALUATION MATRIX -(Name and Surname)
 COMMUNICATIONS SME**

#	Criteria	JFTC Evaluati on (C/N)	Comments (Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information within the proposal [index/page/para] with relevant documentation that demonstrates compliance with the criteria)
1	Minimum of three years of professional experience in strategic communications, public affairs, information operations, or media engagement within a military, governmental, or international organizational context		<p>Sample: <i>Compliance narrative: ...</i></p> <p><i>Unequivocal reference evidenced by:</i> <i>Index item #, Proposal page #</i> <i>Index item #, Proposal page #</i></p>
2	Strong understanding of NATO communications policies, including strategic communications principles, public affairs guidelines, information environment assessment methods, and the relationship between communications, operational outcomes, and public perception		
3	Demonstrated ability to replicate international, national, and local media behavior, as well as the communication methods of governmental authorities, NGOs, adversarial actors, neutral actors and the civilian population within a simulated environment		
4	A native English language speaker or an individual presenting excellent command of spoken and written English, with a proven ability to communicate effectively orally and in writing at the level of (SLP) NATO STANAG 6001 - 3333 (Listening, Speaking, Reading and Writing). <i>The Bidder must provide supporting document(s)/evidence per SOW point 6.c.(12.)</i>		

**CONTRACTOR’S PROPOSED KEY PERSONNEL CANDIDATE
 TECHNICAL EVALUATION MATRIX -(Name and Surname)
 INDUSTRY SME**

#	Criteria	JFTC Evaluati on (C/N)	Comments (Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information within the proposal [index/page/para] with relevant documentation that demonstrates compliance with the criteria)
1	Minimum of three years of professional experience working with industrial sector stakeholders, including defense industries, critical infrastructure providers, energy companies, transportation networks, technology firms, or supply chain operators		<p>Sample: <i>Compliance narrative: ...</i></p> <p><i>Unequivocal reference evidenced by:</i> <i>Index item #, Proposal page #</i> <i>Index item #, Proposal page #</i></p>
2	Demonstrated experience in advising on industrial capabilities, supply chain resilience, production capacity, and the role of industry in national or multinational defense, crisis response, or resilience frameworks		
3	Strong understanding of how private-sector industries interact with governmental organizations, military commands, and civil authorities during crises, including issues related to resource constraints, infrastructure impacts, and workforce availability		
4	A native English language speaker or an individual presenting excellent command of spoken and written English, with a proven ability to communicate effectively orally and in writing at the level of (SLP) NATO STANAG 6001 - 3333 (Listening, Speaking, Reading and Writing). <i>The Bidder must provide supporting document(s)/evidence per SOW point 6.c.(12.)</i>		

CONTRACTOR'S PROPOSED KEY PERSONNEL CANDIDATE
TECHNICAL EVALUATION MATRIX -(Name and Surname)
CIVIL ENVIRONMENT DATABASE DEVELOPER / COMPUTER ASSISTED EXERCISE OPERATOR (CEDD/CAX)

#	Criteria	JFTC Evaluati on (C/N)	<p style="text-align: center;">Comments</p> <p>(Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information within the proposal [index/page/para] with relevant documentation that demonstrates compliance with the criteria)</p>
1	Demonstrate recent experience (past three years) developing computer assisted exercise databases		<p><i>Sample:</i> <i>Compliance narrative: ...</i></p> <p><i>Unequivocal reference evidenced by:</i> <i>Index item #, Proposal page #</i> <i>Index item #, Proposal page #</i></p>
2	Experience of the CAX system operation		
3	Experience of the development of a civil environment database used for the CAX system to simulate the reality and complexities of operating in the conflict zone		
4	<p>A native English language speaker or an individual presenting excellent command of spoken and written English, with a proven ability to communicate effectively orally and in writing at the level of (SLP) NATO STANAG 6001 - 3333 (Listening, Speaking, Reading and Writing).</p> <p><i>The Bidder must provide supporting document(s)/evidence per SOW point 6.c.(12.)</i></p>		

COMPLIANCE STATEMENT

It is hereby stated that our Company has read and understood all documentation issued as a part of the RFP-ACT-JFTC 08-26. There are no further questions or requests for clarifications regarding this RFP.

Company: _____ Signature: _____

Name & Title: _____ Date: _____

The proposal of our Company submitted in response to the referenced solicitation is fully compliant with the provisions of RFP-ACT-JFTC 08-26, and the intended contract with the following exception(s); such exemptions are considered non substantial to the JFTC solicitation provisions issued.*

Clause	Description of Minor Deviation
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-----	-----
-----	-----
-----	-----
-----	-----
-----	-----

(If applicable, add another page)

Company: _____ Signature: _____

Name & Title: _____ Date: _____

Company Bid Reference: _____

* Bidder's proposal must be based on full compliance with the terms, conditions and requirements of the RFP and all future clarifications and/or amendments. The Bidder may offer variations in specific implementation and operational details provided that the functional and performance requirements are fully satisfied. In case of conflict between the compliance statement and the detailed evidence or explanation furnished, the detailed evidence/comments shall take precedence/priority for the actual determination of compliance. Minor or non-substantial deviations may be accepted. Substantial changes shall be considered non responsive.

MANDATORY PRICE PROPOSAL

On behalf of (**Insert: Company Name**) please find the Price Proposal submitted in accordance with the terms and conditions of the RFP-ACT-JFTC 08-26.

	Base period man-day rate	Option period 1 man-day rate	Option period 2 man-day rate	Option period 3 man-day rate	Option period 4 man-day rate
DEPUTY GREY CELL COORDINATOR					
INTERNATIONAL ORGANISATIONS (IO) / NON-GOVERNMENTAL ORGANIZATIONS (NGO) SME					
POLITICAL ADVISOR					
HUMAN SECURITY SME #1					
HUMAN SECURITY SME #2					
INTERNATIONAL LAW SME					
NATION STABILITY SME					
HUMANITARIAN ASSISTANCE TO LOCAL POPULATIONS SME					
CIVIL RESILIENCE SME					
COMMUNICATIONS SME					
INDUSTRY SME					
CIVIL ENVIRONMENT DATABASE DEVELOPER / COMPUTER ASSISTED EXERCISE OPERATOR (CEDD/CAX)					

Additional fee (on top of the man-day rate proposed in the table above) for per nighttime work during 24/7 exercise mode (for more details please see the SOW point 16.)

The proposed daily rates must be **fully "loaded" and they must include per diem (meals, lodging and incidentals), excluding flight cost (other travel related estimated expenditures shall be included in the man-day rate offered within the bidding price proposal).*

Please verify and acknowledge propriety of above by duly completing the signatures below.

SIGNATURE OF AUTHORIZED REPRESENTATIVE	NAME AND TITLE	COMPANY	DATE
.....

(g) Period of Performance:

(h) Name, Address, e-mail and Telephone No. of the Contracting Entity (client):

(i) Indicate Whether Acted as Prime or Sub-contractor:

(j) Comments regarding compliance with contract terms and conditions:

(k) Permission to contact Contracting Entity (client) for reference: Yes/ No

SIGNATURE OF AUTHORIZED REPRESENTATIVE	NAME AND TITLE	COMPANY	DATE
.....

CERTIFICATE OF BID VALIDITY

I, the undersigned, as an authorised representative of the firm submitting this Bid, do hereby certify that the pricing and all other aspects of our original offer as modified by our revised proposal will remain valid for a period of ninety days (90) from the applicable closing date set forth within RFP-ACT-JFTC 08-26.

SIGNATURE OF AUTHORIZED REPRESENTATIVE	NAME AND TITLE	COMPANY	DATE
.....

CERTIFICATE OF INDEPENDENT DETERMINATION

1. Each bidder shall certify that in connection with this procurement:
 - a. This Bid has been arrived at independently, without consultation, communication or agreement, for the purpose of restricting competition, with any other bidder or with any competitor;
 - b. The contents of this Bid have not been knowingly disclosed by the bidder and will not knowingly be disclosed by the bidder prior to award, directly or indirectly to any other bidder or to any competitor; and
 - c. No attempt has been made, or will be made by the bidder to induce any other person 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 organisation responsible within that organisation 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 bidder's organisation responsible within that organisation for the Bid but that they have been authorised in writing to act as agent for the persons 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 1.c. above.

SIGNATURE OF AUTHORIZED REPRESENTATIVE	NAME AND TITLE	COMPANY	DATE
.....

CERTIFICATE OF EXCLUSION OF TAXES AND CHARGES

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

SIGNATURE OF AUTHORIZED REPRESENTATIVE	NAME AND TITLE	COMPANY	DATE
.....

STATEMENT OF ABSENCE OF CONFLICT OF INTEREST

I, the undersigned, **being the authorised signatory** for the above-mentioned company for the RFP 12-26, hereby solemnly declare that we are not and shall not be in any situation which could give rise to a conflict of interest in what concerns the performance and implementation of the contract. In the event of the contract being awarded to us, we commit ourselves to act with complete impartiality and in good faith in what concerns its performance and outcome.

SIGNATURE OF AUTHORIZED REPRESENTATIVE	NAME AND TITLE	COMPANY	DATE
.....

CERTIFICATE OF LEGAL NAME OF BIDDER

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

Full Name of Bidder	
Division (if applicable)	
Sub-Division (if applicable)	
Official Mailing Address	
Email address	
Point of Contact regarding this Bid	
Name	
Position	
Phone	
Alternative Point of Contact	
Name	
Position	
Phone	

SIGNATURE OF AUTHORIZED REPRESENTATIVE	NAME AND TITLE	COMPANY	DATE
.....

PART II A

JFTC Special Terms and Conditions

for Short Term Operational Commercial Personnel Services

Contracts in Support of Training Events

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2. Type of Contract
3. Definitions
4. Delivery of Service
5. Coordination of Absences
6. Billable Days
7. Commitment of Contractor Personnel
8. Deficient Performance
9. Contractor Responsibility for Contractor Personnel
10. Billing
11. Billing for Travel
12. Invoices
13. Instructions for safety and management of the JFTC facilities
14. Work Space
15. Representation of JFTC/NATO
16. Ownership of Work Products

1. SCOPE

These Special Terms and Conditions address all issues pertaining to Short Term Operational Commercial Personnel Services in support of training events to be rendered by the Contractor to the JFTC under this Contract, thereby taking precedence over the JFTC General Terms and Conditions.

2. TYPE OF CONTRACT

As far as Short Term Operational Commercial Personnel Services (STOCPS) under this Contract are concerned this is a Level of Effort, Firm-Fixed Price Contract with a not to exceed limit as provided in the Statement of Work (SOW). This Contract establishes a contractual relationship strictly between the Contractor and the JFTC. All financial risks and liabilities undertaken by the Contractor for the purpose of the service provision shall fall on the Contractor. All employer responsibilities for the Contractor Personnel performing under this Contract shall lie with the Contractor. In case the Contractor is self-employed individual those STOCPS referring to the Contractor Personnel are equally applicable.

3. DEFINITIONS

a. Billable Days

Days spent by the Contractor Personnel in the immediate performance of this Contract for which the Contractor may bill the JFTC at the daily rate set out in this Contract, as further specified in these Special Terms and Conditions

b. Short Term Operational Commercial Personnel Services

The continuous performance to be provided by the Contractor Personnel, as specified in the Statement of Work.

c. The Contractor Personnel

An individual/individuals employed by the Contractor to perform the services required under this Contract.

d. JFTC Work Days

Mondays through Fridays with the exception of JFTC Holidays. There are approximately 15 JFTC Holidays during a calendar year. The number of JFTC Holidays may vary from year to year.

e. Surge capability

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. Surge capability shall not exceed the limit provided in the SOW. Man-day rate for surge capability will remain at the same level as for applicable base or option contract period. Surge capability is an extra effort above contracted man-

days limit, requested by the respective Contracting Officer Technical Representative (COTR) and duly supported by approved Purchase Order

f. Products

Any item, document, writing, study, briefing, data base, piece of software or any other physical or intellectual result of the performance of the commercial personnel service or the associated interaction with NATO staff which may be subject to ownership rights.

4. DELIVERY OF SERVICE

All STOCPS under this Contract will be performed primarily on JFTC Work Days but may include also delivery of services during weekends and JFTC Holidays.

5. COORDINATION OF ABSENCES

To ensure the uninterrupted flow of training event, any absence by the Contractor Personnel requires earliest possible coordination with the COTR and Contracting Officer. Should absence affect the training event execution, the Contractor, upon request by the Contracting Officer, shall immediately replace the Contractor Personnel with an equally qualified individual. The JFTC reserves the right to approve such substitute based on his/her suitability and qualifications.

6. BILLABLE DAYS

Only time spent by the Contractor Personnel in the immediate performance of this Contract, subject to the rules and procedures set out in paragraph 10, 11 and 12.

a. Billable days

- (1). 100% of the daily rate will be applicable for days above 6 hours worked.
- (2). 50% of the daily rate will be applicable for days between 4 and 6 hours worked.
- (3). 25% of the daily rate will be applicable for days between 2 and 4 hours worked.
- (4). There will be no payment for days less than 2 hours worked.

b. Non-performance

Personal leave, sickness, Contractor internal coordination meetings, breaks (except the mid-day break between 1100 and 1400, not exceeding 30 minutes in length), internal social events (except for the obligatory participation in official JFTC events, as ordered by the Commander, Deputy Commander and Chief of Staff or Officer of Primary Responsibility) or any other activity not immediately related to the performance of the services required under this Contract do not constitute billable days.

7. COMMITMENT OF CONTRACTOR PERSONNEL

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.

8. DEFICIENT PERFORMANCE

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.

9. CONTRACTOR RESPONSIBILITY FOR CONTRACTOR PERSONNEL

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

10. BILLING

The Contractor shall bill time for the Contractor Personnel at the daily rate set out in this contract ONLY for billable days. The remuneration shall cover all the Contractor's expenses, except for travel expenses as described in paragraph 11 below.

11. BILLING FOR TRAVEL

Expenditures for travel between Contractor Personnel residence and training event venue shall be reimbursed in accordance with JFTC Directive 55-02 – Travel on International Duty. Time spent on travel is not billable.

12. INVOICES

All invoices shall be provided by the Contractor in accordance with the General Terms and Conditions to this Contract. Additionally, the invoices for Commercial Personnel Services shall contain, at a minimum:

- a. A breakdown of the Contractor Personnel;
- b. The billable days performed by each of them; and also
- c. Indicating travel, absences and other relevant information.

13. INSTRUCTIONS FOR SAFETY AND MANAGEMENT OF THE JFTC FACILITIES

The Contractor shall ensure that the Contractor Personnel honour all JFTC Directives and further guidance by the Deputy Commander and Chief of Staff regarding the safety and management of the JFTC.

14. WORK SPACE

If provided for in the SOW, the JFTC will provide working spaces for the Contractor Personnel. Should these spaces not be considered adequate by the Contractor, the Contractor will at its own expense ensure working spaces in the immediate vicinity of the identified location of performance.

15. REPRESENTATION OF THE JFTC/NATO

When dealing with third parties during the execution of this Contract, the Contractor Personnel shall present themselves as representatives of the Contractor working under the contract for the JFTC/NATO. The Contractor Personnel shall not take decisions, speak for or make commitments on behalf of the JFTC/NATO.

16. OWNERSHIP OF WORK PRODUCTS

All Products created by the Contractor Personnel under this Contract are to be original and are the property and under the copyright of the JFTC, unless otherwise specifically stated in this Contract.

PART II B – GENERAL CONTRACT TERMS AND PROVISIONS

JFTC General Contract Terms and Conditions

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1. DEFINITIONS

As used throughout this Contract, the following terms shall have meanings as set forth below:

- a. "JFTC" means the Joint Force Training Centre. Joint Force Training Centre (JFTC) is set up by the North Atlantic Council under Article 14 of the Protocol on the Status of International Military Headquarters (1952) and has been delegated a defined legal capacity by Headquarters, Allied Commander Transformation (HQ SACT) through its terms of Reference and the Supplementary Agreement between the Government of the Republic of Poland and Headquarters, Supreme Allied Commander Transformation and the Supreme Headquarters Allied Powers Europe to the Protocol on the Status of International Military Headquarters set up pursuant to the North Atlantic Treaty (in the following referred to as "SA"). Remaining legal personality rests with HQ SACT. JFTC is located at Szubinska Street 2, 85-312 Bydgoszcz, Poland, and holds Statistical Identification Number REGON 093191068.
- b. The Contracting Officer means the person executing and managing this Contract on behalf of JFTC.
- c. The Contracting Officer Technical Representative (COTR) means a person appointed by the Contracting Officer for the purpose of determining compliance with the technical requirements of the Contract.
- d. The North Atlantic Treaty Organization is hereafter referred to as "NATO".
- e. The term "days" shall be interpreted as meaning calendar days.
- f. Contract Effective Date (CED) is the date of last signature by the contracting parties, or a specific date set forth in the Contract.

2. APPLICABLE LAW

Except as otherwise provided in this Contract, this Contract shall be governed, interpreted and construed with the laws of the Republic of Poland.

3. ASSIGNMENT

This Contract is not assignable by the Contractor either in whole or in part unless agreed in writing by the Contracting Officer in accordance with the following reservations:

- a. Any modifications, including changes, additions or deletions and instructions under this Contract shall not be binding unless issued in writing by the Contracting Officer.
- b. Sub-Contractors shall be limited to citizens or legal entities of member nations of NATO, unless specifically authorized by the Contracting Officer.
- c. The Contractor shall determine that any sub-Contractor proposed by him for the furnishing of supplies or services which shall involve access to classified information in the Contractor's custody has been granted an appropriate security clearance by the

sub-Contractor's national authorities, which is still in effect, prior to being given access to such classified information.

4. ACCEPTANCE

- a. Acceptance or rejection of the supplies shall be made as promptly as practicable after delivery, except as otherwise provided in this Contract.
- b. Acceptance shall be conclusive, except for latent defects, fraud, gross mistakes amounting to fraud, or otherwise stated in the Contract. It is the action by which JFTC acknowledges that the Contractor has fully demonstrated that the deliveries are complete and operational. The formal acceptance will take place when the following requirements have been met:
 - Availability at final destination of all deliverables.
 - Successful completion of acceptance testing.
 - Verification of the inventory.
 - Satisfactory completion of all training or other services, if any, required by that date.
 - Agreement between the Contracting Officer and the Contractor on a discrepancy list (if necessary) and corresponding clearance dates.
- c. When discrepancies exist and if these do not prevent satisfactory use or operation of the supplies, the Contracting Officer may declare the acceptance provisional. In this case he will withhold from payment an amount commensurate with the importance of the discrepancies but in any case not less than ten (10) percent of the total contract value and this until all discrepancies have been cleared; at that time the acceptance becomes final.

5. SERVICE AND PARTS AVAILABILITY

Unless as specified otherwise in the Technical Specifications, the Contractor and his sub-Contractors will maintain and furnish a source of an adequate supply of services, components, spare parts and sub-assemblies to properly maintain the supplies for a period of minimum five (5) years from Contract Effective Date.

6. PREFERRED CUSTOMER

- a. The Contractor warrants that the prices set forth in this Contract are as favourable as those extended to any Government, Agency, Company, Organization or individual purchasing like quantities covered by the Contract under similar conditions. In the event that prior to complete delivery under this Contract the Contractor offers any of such items in substantially similar quantities to any customer at prices lower than those set forth herein, the Contractor shall so notify JFTC and the prices of such items shall be correspondingly reduced by a supplement to this Contract.
- b. Prices in this sense means "Base Price" prior to applying any bonuses.

7. NOTICE OF SHIPMENT

- a. At the time of delivery of any supplies to a carrier for transportation, the Contractor shall give notice of shipment to the Contracting Officer and to such other persons or installations as are designated by the Contracting Officer. If such instructions have not been received by the Contractor at least one working day prior to such delivery to a carrier, the Contractor shall request instructions from the Contracting Officer concerning notice of shipment to be given.
- b. The following information shall be included in such notification:
 - (1) Contract number
 - (2) Shipping address
 - (3) From: (Name and complete address of consignor)
To: (Name and complete address of consignee)
 - (4) Listing of supplies by Contract Items(s)
 - (5) Number of and marking on packages(s)
 - (6) Weight and dimensions of packages(s)
 - (7) Name and address of Carrier, mode and date of shipment with waybill number
 - (8) Customs documents required by the Contractor (if applicable)

8. SECURITY

- a. The Contractor shall comply with all security requirements prescribed by JFTC and the National Security Authority or designated security agency of each NATO country in which the Contract is performed.
- b. The Contractor shall be responsible for the safeguarding of NATO classified information, material and equipment entrusted to him or generated by him in connection with the performance of the Contract.
- c. Any known or suspected breaches of security or other matters of security significance is a violation of the professional confidentiality between the parties, and may constitute a criminal offence under Polish law. Violations are to be reported immediately to the other party by the party, who becomes aware of the violation, and to the appropriate authorities in order to institute investigations.
- d. If security violations occur, the party being exposed to the violation is entitled to immediately declare the Contract void, and to claim penalties and compensation as set out in Para 19 below.

9. INSPECTION

- a. Unless otherwise specifically provided for in the specifications, all equipment, materials and articles incorporated in the work covered by this Contract are to be new and of the most suitable grade of their respective kinds for the purposes intended. All workmanship shall be first class.

- b. All supplies (which terms throughout this clause includes without limitation raw materials, components, intermediate assemblies, and end products) shall be subject to inspection and test by JFTC, to the extent practicable at all times and places including the period of manufacture, and in any event prior to acceptance.
- c. In case any supplies are defective in material or workmanship or otherwise not in conformity with the requirements of this Contract, JFTC shall have the right either to reject them (with or without instructions as to their disposition) or to require their correction or to accept them against reduction in price which is equitable under the circumstances.
- d. If any inspection or test is made by JFTC on the premises of the Contractor or sub-Contractor, the Contractor without additional charge shall provide all reasonable facilities and assistance to COTR in the performance of their duties. If JFTC inspection or test is made at a point other than the premises of the Contractor or a sub-Contractor, it shall be at the expense of JFTC except as otherwise provided in this Contract. In case of rejection JFTC shall not be liable for any reduction in value of samples used in connection with such inspection or test. JFTC reserves the right to charge to the Contractor any additional cost of JFTC inspection and test when supplies are not ready at the time of such inspection, when test is requested by the Contractor or when re-inspection or retest is necessitated by prior rejection. Failure to inspect supplies shall neither relieve the Contractor from responsibility for such supplies as are not in accordance with the Contract requirements nor impose liability on JFTC therefore.
- e. The inspection and test by JFTC of any supplies does not relieve the Contractor from any responsibility regarding defects or other failures to meet the Contract requirements which may be discovered prior to acceptance.

10. OWNERSHIP

Unless specified elsewhere in this Contract, title to supplies furnished under this Contract shall pass to JFTC upon acceptance, regardless of when or where JFTC takes physical possession.

11. WARRANTY AND GUARANTEE

- a. The Contractor is liable vis a vis JFTC for any and all faults or defects depreciating value or affecting the usability of the delivered product and depreciating or compromising the standards as defined in the Contract, or by Polish Law.
- b. The Contractor is obliged to, during a warranty period of 12 (twelve) months from the date of delivery and acceptance, to remove or repair physical defects in the product, no matter if the defect or fault occurs after the date of delivery and acceptance, provided that the condition, which causes the defect or fault, existed on the day of delivery and acceptance – but was not discovered and recorded in the protocol.
 - (1) The warranty applies to all faults or defects as described in this paragraph, and reported by JFTC in accordance as stated below, before the expiry of the warranty period.

- (2) In case the Contractor is unable to remove or repair faults or defects occurring within the warranty period, JFTC is entitled to:
 - reduce the payment corresponding to the loss of functionality and technical value, provided that the fault or defect is only partly and does not affect the general usability of the product;
 - if the fault or defect affects the general usability of the product, set aside and declare the Contract void and subject to compensation, or request another company to do the remaining and necessary works at Contractor's expense.
- (3) JFTC is obliged to notify the Contractor in writing, of any fault or defect no later than 7 (seven) days after JFTC has identified or discovered the fault or defect.
- (4) The parties will jointly inspect the fault or defect, and their findings and conclusions are to be jointly recorded. The obligation to call for joint inspection rest with JFTC. JFTC will in writing give the Contractor 7 (seven) days prior notice of the time and place for a joint inspection, along with an outline of the fault(s) or defect(s), the impact on the usability of the product, and a deadline for repairing the fault or defect.
- (5) Repairing of the defect should be reported in a protocol.
- (6) The Contractor issues a guarantee on the product for a period of 24 months, from the date of delivery and acceptance, certifying that the product fulfils the agreed standards. Under the guarantee the Contractor is obliged to repair or put into working order any fault or defect at Contractor's own expense, no matter when JFTC – within the period of the guarantee - notifies Contractor of the fault or defect. All repair work will be granted the same guarantee of 24 months, from the date of delivery and acceptance of the repair work.
- (7) Any supplies or parts thereof furnished in replacement pursuant to this clause shall also be subject to all the provisions of this clause to the same extent as supplies initially delivered. Corrected parts will be warranted for a period of 12 months starting at the time the part is received back at the user's location.
- (8) In case of a provisional acceptance the warranty period starts at the date of provisional acceptance and ends twelve (12) months after the date of provisional acceptance.
- (9) Failure to agree upon any determination to be made under this clause shall be an arbitration concerning a question of fact within the meaning of the "Arbitration" clause of this Contract.
- (10) The word "supplies" as used herein includes related services.
- (11) The rights and remedies of JFTC provided in this clause are in addition to and do not limit any rights afforded to JFTC by any other clause of the Contract.

12. INVOICES

- a. The Contractor shall submit an original invoice and three (3) copies (or electronic invoice, if authorized) to the address designated in the Contract to received invoices. All invoices shall be submitted no later than 30 days upon completion of work or services performed. Standard Payment Terms are NET 30 days.
- b. An invoice must include:
 - (1) Name and address of the Contractor;

- (2) Invoice date;
 - (3) Purchase Order number and Purchase Order or Contract line item number;
 - (4) Description, quantity, unit of measure, unit price and extended price of the items delivered;
 - (5) Shipping number and date of shipment including the bill of lading number and weight of shipment if shipped on a bill of lading;
 - (6) Terms of any prompt payment discount offered;
 - (7) Name and address of official to whom payment is to be sent;
 - (8) Name, title, and phone number of person to be notified in event of defective invoice.
- c. All invoices shall be certified by the signature of a duly authorized company representative.
- d. Invoices provided by Contractors registered in Poland must specify all applicable taxes and duties.
- e. Invoices for Contractor Travel shall include:
- (1) Contractor name;
 - (2) Date of Travel;
 - (3) Number of days;
 - (4) Destinations.
- f. All invoices shall be submitted to:
- Joint Force Training Centre
BUDFIN
ul. Szubinska 2
85-312 Bydgoszcz
POLAND*
- g. Electronic Fund Transfer is the prescribed method of payment for JFTC. Contractors are requested to submit copies of banking information (Supplier Registration Form) available at www.jftc.nato.int. Such information shall be submitted to JFTC 14 days prior to any contract award.

13. PAYMENT

Payment shall be made for items accepted by JFTC that have been delivered to the delivery destinations set forth in this Contract. Payments under this Contract may be made by JFTC by electronic funds transfer payments. In the event the Contractor, during the performance of this Contract, elects to designate a different financial institution for receipt of any payment made using electronic funds transfer procedures, notification of such change and the required information must be obtained by JFTC thirty (30) days prior to the date such change is to become effective. The documents furnishing the information required in this clause must be dated and contain the signature, title, and telephone

number of the Contractor official authorized to provide it, as well as the Contractor's name and Purchase Order number. Contractor failure to properly designate a financial institution or to provide appropriate payee bank account information may delay payments of amounts otherwise properly due. Discount time will be computed from date of delivery at place of acceptance or from receipt of correct invoice at the office specified by JFTC, whichever is later. For the purpose of computing the discount earned, payment shall be considered to have been made on the specified payment date when an electronic funds transfer payment is made.

14. TAXES

The Contract shall exclude all taxes and customs charges. Prices quoted by the Contractors registered in Poland shall include all taxes and will be subject of the reimbursement by Polish authorities.

15. EXCUSABLE DELAYS

The Contractor shall be liable for default unless non-performance is caused by an occurrence beyond the reasonable control of the Contractor and without its fault or negligence such as acts of JFTC in its sovereign or contractual capacity, fires, force majeure (i.e. floods, epidemics, quarantine restrictions, strikes, unusually severe weather), and delays of common carriers. The Contractor shall notify the Contracting Officer in writing as soon as is reasonably possible after the commencement of any excusable delay, setting forth the full particulars in connection therewith, shall remedy such occurrence with all reasonable dispatch, and shall promptly give written notice to the Contracting Officer of the cessation of such occurrence.

16. INDEMNITY

The Contractor shall indemnify and hold JFTC, its officers, employees and agents harmless from any and all claims, liabilities, damages and losses, including such claims arising from:

- a. any personal injury of damage of any property arising out of or in any way connected with any act or omission by the Contractor in the provision of services under this Contract, unless it is caused by negligence on the part of JFTC and/or JFTC's employees;
- b. any claim by any third party that the work or materials provided hereunder infringes a right or a claim including copyright, patent, trade secret or other intellectual property and contractual right of such third party.

17. ARBITRATION

Except as otherwise provided, during the period of performance, any dispute between the parties arising out of the performance of this Contract which is not disposed of by agreement shall be decided by the Contracting Officer, who shall reduce their decision in writing and furnish a copy thereof to the Contractor. The decision of JFTC shall be final and conclusive unless, within thirty (30) days from the date of receipt, the Contractor

furnishes to JFTC a written appeal, which will be decided by ACT Financial Controller. In connection with any appeal of JFTC decision under this paragraph, the Contractor shall be afforded an opportunity to offer documentary evidence in support of its appeal. A decision shall be rendered within thirty (30) days of receipt of appeal. ACT Financial Controller decision is final.

18. TERMINATION FOR CONVENIENCE

JFTC reserves the right to terminate this Contract, or any part hereof, for its sole convenience. In the event of such termination, the Contractor shall immediately stop all work hereunder and shall immediately cause any and all of its suppliers and sub-contractors to cease work. Subject to the terms of this Contract, the Contractor shall be paid a percentage of the Contract price reflecting the percentage of the work performed prior to the notice of termination, plus reasonable charges the Contractor can demonstrate to the satisfaction of JFTC using its standard record keeping system have resulted from the termination. In the event of the failure of the Contractor and the Contracting Officer to agree as provided in paragraph 19 d. upon the whole amount to be paid to Contractor by reason of the termination of work pursuant to this clause, the Contracting Officer shall pay to the Contractor the amounts determined by the Contracting Officer. The Contractor shall not be required to comply with the cost accounting standards or contract cost principles for this purpose. This paragraph does not give JFTC any right to audit the Contractor's records. The Contractor shall not be paid for any work performed or costs incurred which reasonably could have been avoided.

19. TERMINATION FOR DEFAULT

- a. JFTC may, subject to the provisions of paragraph c. below, by written notice of default to the Contractor, terminate the whole or any part of this Contract in any one of the following circumstances:
 - (1) If the Contractor fails to make delivery of the supplies or to perform the Services within the time specified herein or any extension thereof; or
 - (2) If the Contractor fails to perform any of the other provisions of this Contract, or does not make adequate progress such that failure endangers performance of this Contract in accordance with its terms and in either of these two circumstances does not cure such failure within a period of ten days (or such longer period as the Contracting Officer may authorize in writing) after receipt of notice from the Contracting Officer specifying such failure.
- b. In the event JFTC terminates this Contract in whole or in part as provided in paragraph a, of this clause, JFTC may procure supplies or services similar to those so terminated and the Contractor shall be liable to JFTC for any excess costs for such similar supplies or services. The Contractor shall continue the performance of this Contract to the extent not terminated under the provisions of this clause.
- c. Except with respect to defaults of sub-Contractors, the Contractor shall not be liable for any excess costs if the failure to perform the Contract arises out of causes beyond the control and without the fault or negligence of the Contractor. If the failure to perform is caused by the default of a sub-Contractor, and if such default arises out of

causes beyond the control of both the Contractor and sub-Contractor, without the fault or negligence of either of them, the Contractor shall not be liable for any excess costs for failure to perform unless the supplies or services to be furnished by the sub-Contractor were obtainable from other sources in sufficient time to permit the Contractor to meet the required delivery schedule.

d. If this Contract is partly terminated as provided in paragraph a. of this clause, JFTC, in addition to any other rights provided in the clause, may require the Contractor to transfer the ownership and deliver to JFTC in the manner and to the extent directed by the Contracting Officer:

(1) Any completed supplies and

(2) Such partially completed supplies and materials, parts, tools, die, jigs, fixtures, plans, drawings, information and contract rights (hereinafter called "Manufacturing materials") as the Contractor has specifically produced or Specifically acquired for the performance of such part of this Contract as has been terminated; and the Contractor shall, upon direction of the Contracting Officer, protect and preserve property in the possession of the Contractor in which JFTC has an interest. Payment for completed supplies delivered to and accepted by JFTC shall be at the contract price. Payment for manufacturing materials delivered to and accepted by JFTC and for the protection and preservation of property shall be in an amount agreed upon by the Contractor and the Contracting Officer; failure to agree such amount shall be an arbitration concerning a question of fact within the meaning of the clause of this Contract entitled "Arbitration". JFTC may withhold in accordance with Polish Civil law from amounts otherwise due the Contractor for such completed supplies or manufacturing materials such sum as the Officer determines to be necessary to protect JFTC against loss.

e. If, after notice of termination of this Contract under the provisions of this clause, it is determined for any reason that the Contractor was not in default under the provisions of this clause, or that the default was excusable under the provisions of this clause, the rights and obligations of the parties shall, if the Contract contains a clause providing for termination for convenience of JFTC, be the same as if the notice of termination had been issued pursuant to such clause. If, after such notice of termination of this Contract under the provisions of this clause, it is determined for any reason that the Contractor was not in default under the provisions of this clause, and if this Contract does not contain a clause providing for termination for convenience of JFTC the Contract shall be equitably adjusted to compensate for such termination and the Contract modified accordingly; failure to agree to any such adjustment shall be an arbitration concerning a question of fact within the meaning of the clause of this Contract entitled "Arbitration",

f. Both parties are under duty of good faith. The Contract includes not only the specific terms, but also law and customary practice applicable in the place where the Contract is to be carried out and to the Type of Trade to which the Contract relates.

20. LIMITATION OF LIABILITY

Except as otherwise provided by an express or implied warranty, the Contractor will not

be liable to JFTC for consequential damages resulting from any defects or deficiencies in accepted items.

21. EXPORT CONTROL

The Contractor warrants that, if applicable all necessary permits related to export control or other associated arrangements shall be valid prior to contract award. Should the Contractor require export pre-approval JFTC legal staff will be provided a preview of said companies request PRIOR to the companies submission to a Government entity. Upon validation of request by JFTC Legal staff, subject agreement or request may be submitted to appropriate authority.

22. RISK OF LOSS

Unless the Contract specifically provides otherwise, risk of loss or damage to the supplies provided under this Contract shall remain with the Contractor until, and shall pass to JFTC upon:

- a. Delivery of the supplies to a carrier, if transportation is f.o.b. origin; or
- b. Delivery of the supplies to JFTC at the destination specified in the Contract, if transportation is f.o.b. destination.

23. AUTHORISATION TO PERFORM

The Contractor warrants that he and his sub-Contractors have been duly authorized to operate and do business in the country or countries in which this Contract is to be performed; that he and his sub-Contractors have obtained all necessary licenses and permits required in connection with the Contract; that he and the sub-Contractors will fully comply with all the laws, decrees, labour standards and regulations of such country or countries during the performance of this Contract; and that no claim for additional moneys with respect to any authorizations to perform will be made upon JFTC.

24. PERFORMANCE

Candidates/Contractors who accept JFTC issued contracts, shall, at a minimum, serve in a designated capacity for no less than 180 calendar days from commencement of Contract period of performance. Contracts with performance periods having less than 180 days in totality shall require Contractors to serve a minimum of 50% of estimated performance period. Should a Candidate vacate the Contract in less time than described, JFTC reserves the right to cancel the Contract in whole or part. Replacement candidates, if acceptable to JFTC, shall be reviewed by JFTC for compliance, and/or technical acceptance per the original Statement of Work and final acceptance by the Contracting Officer.

25. TRAVEL

- a. Travel by Contractors in support of the JFTC mission will only be performed when a member of the approved International JFTC Peacetime Establishment is unable to perform the mission.
- b. Since travel may be required during the period of performance, it will be up to the COTR to identify requirements, as well as to obtain NATO authorized travel orders for Contractor's personnel in accordance with the ACT Financial Manual, Section 24 and JFTC Directive "Travel on International Duty", including to obtain advance approval from the Contracting Officer on travel and per diem costs.
- c. Once Contractor travel has been established under a Contract and the Contractor is tasked to travel, the JFTC Contractor Travel Request form must be filled out and approved prior to any travel being conducted.
- d. The JFTC Travel Office will set the Transport Ceiling Cost and at that time the Contractor may elect to book their transportation with the JFTC Travel Office.
- e. Transport tickets purchased through the JFTC Travel Office will be paid by JFTC, and the applicable travel line of the Contract will be charged. These costs will not be invoiced by, or paid to, the Contractor company. When transport tickets are purchased through another source only the ceiling cost allocated by the JFTC Travel Office will be reimbursed to the Contractor company.
- f. Expenses for travel and per diem will be in addition to the firm-fixed-price hourly rates for contracted services presented herein. The Contractor will be reimbursed for travel expenses based on the NATO Group III daily subsistence allowance for meals, lodging, incidental expenses and any applicable overhead and/or fees in connection with the travel. When air or train transportation is utilized as the primary mode, the ceiling price will be based on the lowest economy class non-refundable whenever such fare is available to meet the requirement. JFTC is not responsible for any costs associated with e.g. initial travel to take up duties, travels for leave or holidays, and final travel from the normal duty station to home country.
- g. Within the scope of this Contract, Contractor Personnel are not required to travel outside the NATO/PfP Area. Should travel to Areas of Operation/s (AO) be required in order to comply with the tasks stated in this Contract, a separate annex will be concluded between the Parties. If the parties fail to reach an agreement and conclude an annex within 3 weeks from a date announced by JFTC, JFTC holds the right to terminate the entire Contract.
- h. The SUPPLIER should submit an invoice for travel within ten (10) working days after completion of the travel. Such invoice must contain copies of all relevant back-up documentation in addition to JFTC signed approval of the travel.
- i. Expenses claimed more than three (3) months subsequent to the completion of the travel will not be compensated.
- j. Upon termination or expiry of this Contract the deadline for submitting travel expense claims is one (1) month from the date of Contract termination or expiry.

26. CONTRACTOR NOTICE REGARDING DELAY

In the event the Contractor encounters difficulty in meeting performance requirements, or when he anticipates difficulty in complying with the contract delivery schedule or date, he shall immediately notify the Contracting Officer in writing, giving pertinent details; provided, however, that this data shall be informational only in character and that this provision shall not be construed as a waiver by JFTC of any delivery schedule or date, or of any rights or remedies provided by law or under this Contract.

27. NOTICE AND ASSISTANCE REGARDING PATENT AND COPYRIGHT INFRINGEMENT

- a. The Contractor shall report to the Contracting Officer, promptly and in reasonable written detail, each notice or claim of patent or copyright infringement based on the performance of this Contract of which the Contractor has knowledge.
- b. In the event of any claim or suit against JFTC on account of any alleged patent or copyright infringement arising out of the performance of this Contract or out of the use of any supplies furnished or work or services performed hereunder, the Contractor shall furnish to JFTC, when requested by the Contracting Officer, all evidence and information in possession of the Contractor pertaining to such suit or claim. Such evidence and information shall be furnished at the expense of JFTC except where the Contractor has agreed to indemnify JFTC.
- c. This clause shall be included in all sub-contracts.

28. HEALTH, SAFETY AND ACCIDENT PREVENTION

If the Contracting Officer notifies the Contractor in writing of any non-compliance in the performance of this Contract, with safety and health rules and requirements prescribed on the date of this Contract by applicable national or local regulations, and the Contractor fails to take immediate corrective action, the Contracting Officer may order the Contractor to stop all or part of the work until satisfactory corrective action has been taken. Such an order to stop work shall not entitle the Contractor to an adjustment of his contract price or other reimbursement for resulting increased costs, or to an adjustment of the delivery or performance schedule.

29. INSURANCE

The Contractor is responsible for holding any required insurances at own cost, covering the Contractor as well as the Contractor Personnel, as appropriate. In addition, the Contractor is responsible for any other types of insurances including travel insurance for travels required by JFTC. However, reimbursement for travel insurance cost for travels in high risk areas will be subject to case-by-case evaluation. NATO/PfP countries are generally not considered high-risk areas.

30. PATENT INDEMNITY

The Contractor shall indemnify JFTC and its officers, agents and employees against liability, including costs, for infringement of any letters patent (except letters patent issued

upon an application which is now or may hereafter be kept secret or otherwise withheld from issue by order of the government which issued the letters patent) arising out of the manufacture or delivery of supplies under this Contract, or out of the use or disposal by or for the account of JFTC of such supplies. The foregoing indemnity shall not apply unless the Contractor shall have been informed as soon as practicable by JFTC of the suit or action alleging such infringement and shall have been given such opportunity as is afforded by applicable laws, rules, or regulations to participate in the defense thereof; and further, such indemnity shall not apply to:

- a. An infringement resulting from compliance with specific written instructions of the Contracting Officer directing a change in the supplies to be delivered or in the materials or equipment to be used or directing a manner of performance of the Contract not normally used by the Contractor;
- b. An infringement resulting from an addition to, or change in, such supplies or components furnished which addition or change was made subsequent to delivery or performance by the Contractor; or
- c. A claimed infringement which is settled without the consent of the Contractor, unless required by a court of competent jurisdiction.

31. INTELLECTUAL PROPERTY

The Contractor's support to JFTC is principally in the form of provision of services. Materials developed by the Contractor as part of this Contract to JFTC shall however become the intellectual property of JFTC without prejudice to the residual rights of the Contractor to use the same or similar materials on future occasions in connection with work carried out for JFTC.

32. RIGHTS IN TECHNICAL DATA AND COMPUTER SOFTWARE

- a. JFTC shall have unlimited rights in:
 - (1) All technical data and computer software, to include source code, resulting from performance of experimental, developmental, integration, testing, or research work which was specified as an element of performance in this Contract.
 - (2) Plans, drawings, manuals or instructional materials prepared or required to be delivered under this Contract for implementation management, installation, operation, maintenance and training purposes.
- b. Technical data and software delivered under this Contract shall be marked with the number of this Contract, name of the Contractor and the rights transferred to JFTC.

33. PUBLICITY, PUBLIC RELATIONS, AND BRANDING

- a. Unless authorised in writing by the Contracting Officer, the Contractor shall not advertise or otherwise make public, including but not limited to photographs and films or public statements concerning this Contract, the fact that it is a contractor to HQ SACT [JALLC, JFTC, JWC], or use the name, emblem, logo, official seal or any abbreviation

of the HQ SACT [JALLC, JFTC, JWC]. This obligation shall survive the completion, expiration, cancellation or termination of the Contract.

- b. The Contractor shall ensure that all deliverables in support of the contract are consistent with NATO Approved Branding.

34. CODE OF CONDUCT

The Contractor recognizes and agrees that he/she shall conduct him-/ herself in a manner suitable for the purpose of this Contract and in accordance with Allied Command Transformation (ACT) Standard of Personnel Conduct and JFTC internal regulations.

35. SOFTWARE RELEASES AND UPDATES

- a. All software implemented on or delivered with the supplies shall be at the start of acceptance, the most recent versions or releases as available.
- b. The Contractor shall for a duration of minimum five (5) years after acceptance, and upon their availability, offer to JFTC all software changes, fixes and new releases. These shall be offered at no cost when they are offered free of charge on the commercial market.

36. PROHIBITION OF SEXUAL EXPLOITATION AND ABUSE, AND SEXUAL HARASSMENT

- a. The Contractor shall take all appropriate measures to prevent and respond to sexual exploitation or Sexual Abuse (“SEA”) and Sexual Harassment (“SH”) of anyone by its employees or any other persons engaged and controlled by the Contractor, or its Subcontractor, to perform any services under the contract, including but not limited to vetting its potential employees. In the performance of the contract, the Contractor shall comply with the standards of conduct set forth in the “The NATO Policy on Preventing and Responding to Sexual Exploitation and Abuse” of 20 November 2019.
- b. In particular, the Contractor and Contractor’s employees shall not engage in any conduct that would constitute sexual exploitation or sexual abuse:
 - (1) Sexual Exploitation is any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another. Acts that constitute sexual exploitation include, but are not limited to, the exchange of money, goods or other commodities and or services, employment or any exchange of assistance that is due to the local population in exchange for sex, including sexual favours or other forms of humiliating, degrading or exploitative behaviour. All such transactional sex, including the exploitation of the prostitution of others, is a form of sexual exploitation. Sexual relationships based on inherently unequal power dynamics are a form of sexual exploitation.
 - (2) Sexual abuse is any actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions. Acts that constitute

sexual abuse include, but are not limited to, any action or behaviour of a sexual nature that coerces, threatens or forces a person to engage in a sexual activity, or any unlawful sexual activity with a person under the age of eighteen (18).

- c. Contractor and Contractor's employees will also not engage in any conduct that would constitute sexual or workplace harassment:

(1) Sexual harassment is any unwelcome and unwanted behaviour of a sexual nature, whether verbal or physical that is offensive and creates a hostile or intimidating work environment.

(2) Sexual harassment may include unwelcome sexual advances, unsolicited requests for sexual favours, or any other behaviour of a sexual nature that might reasonably be expected or be perceived to intimidate, cause offense or humiliation to another, when such conduct interferes with work or is made a condition of employment. Sexual harassment is particularly egregious when it is linked with direct or implied threats or promises about career prospects ("quid pro quo" harassment).

(3) Sexual harassment may occur between persons of any gender who can be either the target or the perpetrators of sexual harassment.

- d. Contractor and Contractor's employees will also not engage in any conduct that would constitute workplace harassment or discrimination (i.e. gender, race or ethnic origin, religion or belief, disability, age or sexual orientation, etc.) and others counter to ACT, HQ SACT and NATO's code of conduct policies.

e. In the performance of the contract, should sufficient information of conduct described above against the Contractor or Contractor's employees be brought to HQ SACT's [JALLC, JFTC, JWC]'s attention, HQ SACT [JALLC, JFTC, JWC] shall commence a review into the Contractor's or Contractor's employees' conduct in this regard in accordance with HQ SACT and /or NATO [JALLC, JFTC, JWC] regulations, rules, policies and procedures.

f. The Contractor acknowledges and agrees that any breach of any of the provisions set forth in this Clause, shall constitute a breach of an essential term of the contract, and, in addition to any other legal rights or remedies available to any person, may give rise to grounds for suspension or termination of the contract. The Contracting Officer may terminate the contract without notice if it is found, after an inquiry instituted by HQ SACT [JALLC, JFTC, JWC], that illicit gratuities (in the form of entertainment, gifts or others) were offered or given by the Contractor, its agents, employees or representatives to HQ SACT [JALLC, JFTC, JWC] personnel with respect to the award of this contract or to the taking of any decision regarding its execution.

g. In addition, nothing herein shall limit the right of HQ SACT [JALLC, JFTC, JWC] to refer any alleged breach of the foregoing standards of conduct or any other terms of the Contract to the relevant national authorities for appropriate legal action.

37. ORGANISATIONAL CONFLICTS OF INTEREST (OCI)

- a. Organisational conflicts of interest may occur when factors create an actual or potential conflict of interest on an instant contract, or when the nature of the work performed on the instant contract creates an actual or potential conflict of interest on a future acquisition. In the latter case, some restrictions on future activities of the contractor may result.

- b. Contractors must implement a programme to monitor, detect, and mitigate/remediate organisational conflicts of interest. While Contracting Officers retain authority to approve mitigation or remediation measures once OCI are identified, the primary burden of detecting, identifying and disclosing OCI to the Contracting Officer and proposing suitable mitigation or remediation measures falls on the contractor.
- c. The two underlying principles regarding OCI are:
- (1) Preventing the existence of conflicting roles that might bias a contractor's judgment; and
 - (2) Preventing unfair competitive advantage. An unfair competitive advantage exists where a contractor competing for award of any contract possesses:
 - Proprietary information that was obtained from a NATO official, staff member, or NATO contractor without proper authorisation; or
 - Information that is relevant to the contract but is not available to all competitors, where such information would assist that contractor in obtaining the contract.
- d. Contracting Officers and potential bidders shall analyse planned acquisitions in order to:
- (1) Identify and evaluate potential OCI as early in the acquisition process as possible; and
 - (2) Avoid, neutralise, or mitigate significant potential conflicts before contract award, where possible, or post award when the OCI is not revealed prior to award.
- e. The Contracting Officer shall award the contract to the apparent successful bidder unless a conflict of interest is determined to exist that cannot be avoided or mitigated. Before determining to withhold award based on conflict of interest considerations, the Contracting Officer shall notify the Contractor, provide the reasons therefor, and allow the Contractor a reasonable opportunity to respond. If the Contracting Officer finds that it is in the best interest of the HQ SACT [JALLC/JFTC/JWC] to award the contract notwithstanding a conflict of interest, the Contracting Officer will issue a waiver and disclose the award and the existence of the OCI to the Financial Controller. The waiver request and decision shall be included in the contract file.
- f. Obligations of the Parties.
- (1) When a Contractor or Prospective Contractor becomes aware of the existence or potential for an OCI, the Contractor is obligated to disclose the existence, nature, and supporting evidence of the conflict. Contractors or Prospective Contractors will be deemed to be aware of the existence or potential for an OCI when the Contractor or Prospective Contractor actually knows or reasonably should know of the existence of the actual or potential OCI.
 - (2) If the Contracting Officer becomes reasonably aware that the award of a contract will restrict the contractor's eligibility for future contract work, the Contracting Officer will disclose this fact in writing to the Contractor prior to the award, where practicable, and will permit the Contractor or prospective

Contractor 7 days to make an election regarding award, discontinuing performance, or submitting an OCI mitigation plan for the Contracting Officer's approval. The sufficiency of the OCI mitigation plan is in the Contracting Officer's sole discretion.

38. OTHER PROVISIONS

- a. The Contractor and the Contractor Personnel are eligible for limited tax and duty exemptions referred to in the SA, Article 14 (import and re-export of personal effects and furniture, excluding private vehicles).
- b. The Contractor and the Contractor Personnel (non-Polish), are not authorized to engage in any other employment in Poland.
- c. Passports, Visas and Customs:
 - (1) The Contractor is responsible for:
 - obtaining all passports, visas, and other documents necessary for Contractor Personnel to enter, exit and work in Poland and to conduct agreed duty travels to other NATO countries and to PFP countries, and
 - the customs, immigration, or similar liabilities of its Contractor Personnel, insofar as this is not provided under status agreements between the Host Country and JFTC.
 - (2) Contractor Personnel are responsible for arranging for their passports and relevant visas and for having them in their immediate possession when travelling to and from the AO.
 - (3) Contractor Personnel (non-Polish) are not required to obtain a work permit to perform the works agreed under this Contract, i.a.w. the SA, Art. 14.4.b.
- d. The Contractor Personnel are responsible for finding suitable accommodation and comply with Host Country requirements for personal registration, vehicle registration etc. Host Nation Support Unit In-processing Office may provide assistance in this regard, but cannot be held liable or accountable in any manner for the assistance so provided.
- e. Medical
 - (1) The Contractor is responsible for providing adequate medical insurance to meet the requirements in Host Country legislation and need of the Contractor Personnel while performing at the normal duty station as well as on travels. JFTC will at no point be held responsible for any costs associated with medical or dental assistance provided to or requested by the Contractor Personnel.
 - (2) Contractor Personnel will be admitted, at no charge, to consult JFTC Medical Advisor on the same terms as JFTC Staff, in case of emergencies or need for basic medical assistance.
- f. Driver's License and Vehicle Operation
 - (1) A driver's license held by Contractor Personnel is accepted by Poland as valid i.a.w. the SA, Art. 14.4.d.

- (2) Contractor Personnel are generally not permitted to operate JFTC official vehicles.
- g. If approved under the authority of the Commander or by an authority so responsible, the Contractor Personnel shall have access to morale, welfare, and recreation services commensurate with those provided to other Contractor Personnel.
- h. The JFTC will issue a letter explaining their function and position at JFTC to be used as a proof for their performance of work for NATO and solicitation for recognition under the SA.

39. INCONSISTENCY BETWEEN ENGLISH VERSION AND TRANSLATION OF CONTRACT

In the event of inconsistency between any terms of this Contract and any translation thereof into another language, the English language meaning shall control.

40. ENFORCEMENT

Failure by either party to enforce any provision of this Contract will not be deemed a waiver of future enforcement of that or any other provision. The invalidity or unenforceability of any provision of this Contract shall not affect the other provisions hereof, and this Contract shall be construed in all respects if such invalid or unenforceable provisions were omitted.

41. ORDER OF PRECEDENCE

Any inconsistencies in the solicitation or Contract shall be resolved by giving precedence in the following order: (1) Special Terms and Conditions; (2) General Terms and Conditions and Purchase Order terms; (3) solicitation provisions if this is a solicitation; (4) the specification/statement of work; (5) other JFTC documents, exhibits and attachments; (6) addenda to this solicitation or Contract, including any license agreements for computer software, or other contract agreements.

42. ENTIRE AGREEMENT

This Contract sets for the entire agreement between the parties with respect to the subject matter hereof, and supersedes all prior agreements or representations, oral or written, regarding such subject matter. JFTC shall not be bound by, and specifically objects to any term, condition, or other provision inconsistent with or in addition to any provision of this Contract that is submitted by the Contractor in any correspondence or any document unless JFTC specifically agrees to such provision in a written instrument signed by an authorized representative of JFTC.

PART III – TECHNICAL INFORMATION

STATEMENT OF WORK

1. INTRODUCTION.

The Joint Force Training Centre (JFTC), located in Bydgoszcz, Poland, conducts training and exercises for the NATO Command Structure (NCS) and NATO Force Structure (NFS) to ensure operational ability and interoperability in a variety of environments.

2. BACKGROUND.

The Training and Exercise Division (TED) delivers combined and joint training and exercises. Mainly static and distributed, as well as single and multi-echelon, for tactical and operational level headquarters, staff and forces in the full spectrum of NATO operations. JFTC may assume the responsibility of the Officer Directing Exercise (ODE) for various exercises, i.e. NOBLE JOLT (NOJO), LOYAL LEDA (LOLE), LOYAL DOLOS (LODO). NOJO is a logistics and sustainment centric Computer Assisted Exercise/Command Post Exercise (CAX/CPX) that will train JLSGNP. LOLE and LODO are land domain tactical level Computer Assisted Exercises/Command Post Exercises (CAX/CPX) that will train relevant headquarters from the NFS in the Warfighting Corps role. Additionally, JFTC may support the NATO GEORGIA (NAGE) exercise/s.

3. CONTRACTOR SUPPORT.

The Grey Cell ensures a realistic and dynamic Civil Environment (CE) is included in all JFTC exercises and training. To do this, Grey Cell requires contractors who are Subject Matter Experts (SMEs) in the following fields: International Organizations (IO)/ Non-Governmental Organizations (NGO), politics, human security, international law, nation stabilization, humanitarian assistance to populations, civil resilience, Host Nation (HN), communications, and industry. Contactor support is divided in two parts. The first part supports preparation of the exercise in the MEL/MIL Strategy Workshop, MEL/MIL Incident Development Workshop, and MEL/MIL Scripting Workshop. The second part of the support is the Exercise, EXCON Training and Execution. The Contractor shall provide the following Grey Cell SMEs in a European Theatre Setting for:

- Deputy Grey Cell Coordinator.
- International Organisations (IO) / Non-Governmental Organizations (NGO) SME (ex. UNDPO, UNOCHA, ICRC, Red Cross Red Crescent Movements, Center for Civilians in Conflict, Save the Children).
- Political Advisor (Host Nation, Neutral governments adversarial perspectives).
- Human Security SMEs x2.
- International Law SME.
- Nation Stability SME (Governance, Rule of Law).
- Humanitarian Assistance to local populations SME.
- Civil Resilience SME.
- Communications SME.
- Industry SME.
- Civil Environment Database Developer / Computer Assisted Exercise Operator (CEDD/CAX).

4. TYPE OF CONTRACT, LEVEL OF EFFORT AND PERIOD OF PERFORMANCE.

4.1. Type of Contract:

This is an Indefinite Delivery, Indefinite Quantity (IDIQ) Requirements Contract. Accordingly, the JFTC makes no firm commitment regarding the exact quantity of services to be procured. The JFTC will issue Task Orders (TO) for specific performance requirements as they are identified throughout the contract period. All services performed under this contract are subject to the JFTC Special Terms and Conditions for Commercial Personnel Services Contracts in Support of Training Events (JFTC STs&Cs). The Contractor shall maintain sole responsibility for all employer-related obligations regarding personnel deployed under this contract.

4.2. Period of Performance:

- (1) Base period: from the contract signature date to 31 December 2026.
- (2) Option periods: there are 4 (four) contract option periods (years) that may be exercised at the sole discretion of the Contracting Officer, based on satisfactory performance, availability of funds and ongoing/ evolving requirement. Execution of the option periods shall be confirmed in writing by the Contracting Officer 30 days prior to expiration of the current year of performance.

4.3. Ordering Procedures

Services shall be activated via formal Task Orders (or Purchase Orders, as per JFTC financial system). Each order will, at a minimum, specify:

- Order Date and Reference Number.
- Contract Number and associated Line-Item Number (CLIN).
- Description of tasks/roles required.
- Quantity and Unit Price (e.g., man-days).
- Period of Performance (PoP) and duty location.

Notice Period: Orders shall be issued to the Contractor no later than 30 calendar days prior to the commencement of a training event.

January Exception: For events scheduled in January, the Contracting Officer may issue a Letter of Intent (LOI) initially, followed by a formal Order later in the month once fiscal year funding is authorised.

4.4. Level of Effort and Estimated Requirements.

The Contractor shall apply best efforts towards accomplishing the contract work as described in paragraph 5 of this SOW. The following is an estimated Level of Effort (LOE) per 18-month exercise cycle. These figures are for illustrative planning purposes only and do not constitute a guaranteed minimum or a firm commitment. Estimated SME Allocation:

- Deputy Grey Cell Coordinator - up to 35 man-days
- International Organisations (IO) / Non-Governmental Organizations (NGO) SME (ex. UNDPO, UNOCHA, ICRC, Red Cross Red Crescent Movements, Center for Civilians in Conflict, Save the Children) - up to 30 man-days.

- Political Advisor (Host Nation, Neutral governments adversarial perspectives) - up to 35 man-days.
- Human Security SMEs x2 - up to 35 man-days
- International Law SME - up to 30 man-days.
- Nation Stability SME (Governance, Rule of Law) - up to 30 man-days.
- Humanitarian Assistance to local populations SME - up to 30 man-days.
- Civil Resilience SME - up to 30 man-days.
- Communications SME - up to 30 man-days.
- Industry SME - up to 30 man-days.
- Civil Environment Database Developer / Computer Assisted Exercise Operator (CEDD/CAX) - up to 30 man-days

Anticipated Events support*:

- MEL/MIL Strategy Workshop ~5 days duration.
- MEL/MIL Incident Development Workshop ~5 days duration.
- MEL/MIL Scripting Workshop ~10 days duration.
- Exercise E-block (EMPLOYEX) ~15 days duration (including 5 days EXCON training).

Shift Note: Support during the execution phase may require 24-hour operations. Contractor personnel must be prepared for both day and night shift rotations for the duration of the exercise or for consecutive multi-day periods as defined in the Task Order.

** The events identified herein (including event name/title and anticipated duration) are estimates provided for planning purposes only and may be revised from time to time. Any change to an event's name/title and/or duration shall not, in and of itself, constitute a change in scope or a change order, and shall not relieve either party of its obligations regarding the Services to be performed under this SOW.*

4.5. Surge Effort.

A surge effort requirement is included to have a contract vehicle in place should emerging circumstances require a quick and temporary increase in contractor support (LOE or Deliverable) to meet requirements within the scope of the existing Statement of Work. The Contractor shall be prepared to provide support services per labour category described above. The Contractor shall be prepared to evaluate requirements and submit a price proposal for any new in scope requirement for consideration by JFTC. Surge proposals will be evaluated by the Contracting Officer for fair and reasonable pricing and should be developed based upon the same pricing structure as the original contract proposal. The rate for surge effort shall not exceed the base/option year rate. Surge requirements will be incorporated by formal contract modification. Requests for pricing are made on a non-committal basis and do not constitute a formal commitment by JFTC. The contractor will not be reimbursed for costs for preparing price proposals or other related expenses in response to a surge request. JFTC surge efforts will not exceed 50% of the annual contract value or 50% of the cumulative contract value.

5. TASKING AND DELIVERABLES.

Key Personnel includes individuals who are employees or consultants of the Contractor and/or of their sub-contractors whose performance is considered essential to the effective performance of the services under this contract. The Contractor SME support shall be coordinated by the assigned JFTC Contracting Officer Technical Representative (COTR). The tasks per function are presented below:

a. MEL/MIL Strategy Workshop:

(1) **Deputy Grey Cell Coordinator Subject Matter Expert (SME):** The SME will assist in the development of a comprehensive and integrated Civil Environment (CE) framework, ensuring that the Grey Cell is fully incorporated into the exercise from the beginning. The SME will review, advise on, and support the development of a cohesive strategy that establishes a foundation for Incident Development and Scripting in the future. The SME must ensure strategy alignment with joint effects, multi-domain operating environment, Host Nation, commander's objectives, NATO policy, and training objectives. The SME will coordinate and synchronize contributions from other Event Managers (EMs) and SMEs to ensure consistency and integration across all areas. Additionally, the SME will capture and clearly articulate key outcomes, lessons, and insights from the current event to inform planning and execution of future exercises.

Deliverables include a CE Strategy that supports Incident Development and Scripting, and a post-exercise summary outlining key observations, outcomes, and recommendations for future events.

(2) **Human Security SME:** The Human Security (HS) SME will provide specialized expertise on HS principles, ensuring that NATO's cross-cutting topics, such as the protection of civilians, children and armed conflict, cultural property protection, conflict-related sexual violence, and trafficking of human beings are appropriately integrated into the overall exercise strategy. The SME will ensure that a gender perspective (GP) is embedded throughout the strategy development. The SME shall advise on the interaction between HS mandates and military operations, supporting the development of a coherent and balanced strategy that incorporates both operational and humanitarian imperatives. The SME will assist in defining the level of ambition for HS objectives and ensure that the strategic design produces realistic and achievable training outcomes for both military and civilian stakeholders. Additionally, the SME shall ensure that coordination mechanisms and key HS themes identified during the Strategy Workshop are clearly articulated and documented to inform subsequent Incident Development and Scripting phases. Deliverables include advisory input during workshop sessions, recommendations for integrating HS themes into the exercise strategy, and a summary highlighting initiatives, challenges and recommendations from the workshop and to shape Incident Development.

(3) **Political Advisor SME:** The Political Advisor (POLAD) SME shall provide expert advice and guidance on political considerations relevant to the exercise strategy workshop. The POLAD SME will ensure that political-military dynamics,

strategic communication, and the broader geopolitical context are appropriately reflected in the exercise strategy and discussions for friendly, neutral and adversarial actors. SME will assist in identifying political constraints, opportunities, and potential implications of planned activities to ensure alignment with higher-level strategic objectives and host nation sensitivities. POLAD will contribute to the refinement of the exercise strategy by providing insight into decision-making processes, interagency coordination, and Civil-Military relations. Additionally, the POLAD shall capture key political insights and lessons from the workshop to inform future Incident development and Scripting Workshop. Deliverables include advisory input during workshop sessions, recommendations for integrating political dimensions into the exercise strategy, and a summary highlighting key findings and recommendations for follow-on activities.

b. MEL/MIL Incident Development Workshop

(1) **Deputy Grey Cell Coordinator:** The SME will assist in the development and management of the Incident Development process, ensuring all elements of the CE are coherent, integrated, and aligned with the overall exercise design and objectives. The SME will review, advise on, and support the creation of coordinated incidents derived from the established strategy, which provides a foundation for scripting, event sequencing, and scenario realism. In executing this role, the SME must ensure alignment with joint effects, the multi-domain operating environment, Host Nation collaboration, commander's intent, NATO Policy and training objectives. The SME will coordinate and synchronize inputs from other SMEs and functional areas to ensure consistency, logical progression, and cross-domain integration throughout the Master Event List/Master Incident List (MEL/MIL). Additionally, the SME will identify and capture key outcomes, lessons, and insights from the Incident Development process to inform future exercise planning and design. Deliverables include an Incident Development plan and supporting documentation, coordinated MEL/MIL inputs, and a post-exercise summary or report outlining key observations, integration issues, and recommendations for future improvements.

(2) **IO/NGO SME:** The IO/NGO SME shall provide expertise and guidance on IO and NGO response to the CE to support the Incident Development phase of the exercise. The SME will ensure that humanitarian principles, civilian protection considerations, and ethical dimensions are appropriately integrated into scenario design and reflected throughout the MEL/MIL. The SME shall provide context-specific information and realistic examples to help develop incidents that accurately portray challenges such as aid delivery, coordination, and decision-making in complex environments. The SME will foster effective collaboration between military, governmental, and non-governmental actors, ensuring that exercise events reinforce coordination, deconfliction, and accountability while maintaining the independence and neutrality of humanitarian organizations. The SME will also contribute practical recommendations and lessons to strengthen Civil-Military interaction and improve the realism and effectiveness of response coordination during the exercise. Deliverables include expert input to MEL/MIL development, recommendations for integrating humanitarian coordination

aspects into incidents, and a summary of key findings and lessons to inform future exercise design and planning.

(3) **POLAD SME:** The POLAD SME shall provide expert guidance on political dynamics, policy considerations, and strategic context to support the Incident Development phase of the exercise. The POLAD will ensure that incidents and scenarios within the MEL/MIL accurately reflect the political environment, including national, regional, and international factors that influence decision-making and operational choices. The POLAD shall advise on political sensitivities, interagency coordination, and host nation relations to ensure incidents are realistic, relevant, and aligned with higher-level strategic objectives for friendly, neutral and adversarial actors. POLAD will work closely with other SMEs to ensure that political dimensions are integrated across all functional areas and that potential political consequences of actions are considered during scenario design. Additionally, the POLAD shall identify key lessons and insights regarding political-military interaction and provide recommendations to strengthen strategic awareness and coordination in future exercises. Deliverables include expert input to MEL/MIL development, recommendations for integrating political considerations into incident design, and a summary of key findings and lessons learned to inform future exercise planning and execution.

(4) **HS SMEs:** The HS SMEs will provide specialized guidance on HS considerations and NATO's cross-cutting themes to support the Incident Development phase of the exercise. The SMEs will contribute contextual understanding of the political, social, and human security dimensions of each incident, helping to identify key actors, motivations, vulnerabilities, and potential impacts on civilian populations and the intersection with military operations. The SMEs shall ensure that incidents integrate NATO's cross-cutting themes, reflecting the complexity of the operational environment. Deliverables include expert input to MEL/MIL development, recommendations for integrating NATO cross-cutting human security themes into incident design, and a post-exercise summary highlighting key lessons and actionable recommendations for future exercises.

(5) **International Law SME:** The International Law SME will provide specialized guidance on legal considerations relevant to the Incident Development phase of the exercise. The SME will ensure that incidents and scenario design reflect applicable international legal frameworks, including the Law of Armed Conflict (LOAC), International Humanitarian Law (IHL), human rights law, and relevant NATO legal policies and obligations. The SME shall advise on legal constraints, compliance issues, and the potential legal implications of operational decisions, ensuring that scenarios are realistic while reinforcing adherence to international law. The SME will work closely with other SMEs to integrate legal considerations across all functional areas, including Civil-Military coordination, protection of civilians, and cross-cutting NATO themes such as gender and human security. Additionally, the SME shall capture and communicate key lessons learned from incident development to inform future exercises and strengthen participants' understanding of the practical application

of international law in operational contexts. Deliverables include expert input to MEL/MIL development, recommendations for integrating legal considerations into incident design, and a post-exercise summary highlighting key legal observations and actionable recommendations.

(6) **Nation Stability SME:** The Nation Stabilization SME will provide expert guidance on stabilization, governance, and post-conflict reconstruction considerations to support the Incident Development phase of the exercise. The SME will ensure that incidents and scenarios reflect realistic challenges related to restoring governance, security, public services, societal cohesion, and the rule of law in complex operational environments. The SME shall advise on strategies to integrate civil-military cooperation, interagency coordination, host nation capacity-building, and rule of law frameworks into incident design, emphasizing the importance of sequencing, prioritization, and sustainable outcomes. The SME will work closely with other SMEs to ensure that stabilization perspectives, including legal and governance considerations, are incorporated across functional areas, including security, political, humanitarian, and human security dimensions. Additionally, the SME shall capture lessons learned and provide actionable recommendations to strengthen the effectiveness and realism of stabilization-focused incidents in future exercises. Deliverables include expert input to MEL/MIL development, recommendations for integrating stabilization and rule of law considerations into incident design, and a post-exercise summary highlighting key insights and best practices for governance, stabilization, and rule of law implementation.

(7) **Humanitarian Assistance to Populations SME:** The Humanitarian Assistance to Populations SME shall provide specialized guidance on the planning, delivery, and coordination of humanitarian assistance to support the Incident Development phase of the exercise. The Humanitarian Assistance to Populations SME will ensure that incidents and scenarios accurately reflect the dynamics of population movements, including displacement, migration, and return, and the corresponding humanitarian needs such as food, water, shelter, health, protection, and essential services. The SME shall advise on strategies for effective Civil-Military coordination, interagency collaboration, and engagement with host nation and non-governmental actors, ensuring incidents promote both operational realism and ethical conduct. The SME will work closely with other SMEs to ensure that population movement and humanitarian assistance considerations are integrated across functional areas, including human security, stabilization, and political dimensions. Additionally, the SME shall capture lessons learned and provide actionable recommendations to enhance the effectiveness, coordination, and realism of humanitarian assistance operations in future exercises. Deliverables include expert input to MEL/MIL development, recommendations for incorporating population movement dynamics and humanitarian needs into incident design, and a post-exercise summary highlighting key findings, lessons learned, and actionable guidance for future exercises.

(8) **Civil Resilience SME:** The Civil Resilience SME shall provide expert guidance on civil resilience considerations to support the Incident Development phase of the exercise. The SME will ensure that incidents and scenarios reflect the capacities, vulnerabilities, and responsibilities of the host nation in maintaining societal stability, critical infrastructure, essential services, and continuity of governance during crises, while also incorporating NATO's supporting role in tracking, advising, and facilitating resilience efforts. The SME shall advise on strategies to integrate civil resilience considerations into exercise design, including risk mitigation, continuity planning, population protection, and coordination with governmental and non-governmental actors. The SME will work closely with other SMEs to ensure civil resilience aspects are incorporated across functional areas, including human security, humanitarian assistance, stabilization, and political-military coordination. Additionally, the SME shall capture lessons learned and provide actionable recommendations to enhance the realism, effectiveness, and applicability of civil resilience measures in future exercises. Deliverables include expert input to MEL/MIL development, recommendations for integrating host nation civil resilience responsibilities and NATO support roles into incident design, and a post-exercise summary highlighting key insights, lessons learned, and recommendations for strengthening civil resilience integration.

(9) **Communications SME:** The SME will provide specialized guidance on civil and operational communications to support the development of the Civil Environment (CE) and Incident Development phase of the exercise. The SME will ensure that scenarios accurately reflect communications dynamics from friendly, neutral, and adversary perspectives, including the use of media, public messaging, misinformation, and information operations. The SME shall advise on the integration of communications considerations into incidents to highlight potential operational dilemmas, decision-making pressures, and Civil-Military interactions, ensuring that messaging impacts, credibility, and coordination challenges are realistic and meaningful. The SME will coordinate with other SMEs to ensure that communications effects are considered across all functional areas, including human security, stabilization, humanitarian assistance, and political-military interactions. Additionally, the SME shall capture lessons learned, provide recommendations to improve the realism and effectiveness of communications-related incidents, and support the development of MEL/MIL elements that reflect the complexities of messaging and perception management in a multi-domain environment. Deliverables include expert input to incident design, recommendations for integrating friendly, neutral, and adversary communications into the CE, and a post-exercise summary highlighting key findings, lessons learned, and actionable guidance for future exercises.

(10) **Industry SME:** The Industry SME will provide specialized guidance on private sector and critical infrastructure considerations to support the Incident Development phase of the exercise. The SME will ensure that incidents and scenarios accurately reflect the roles, capabilities, and vulnerabilities of industry actors, including critical infrastructure providers, supply chains, technology and commercial services, within the CE. The SME shall advise on potential impacts

of military operations, humanitarian activities, and other exercise elements on industry functions, as well as opportunities for collaboration, coordination, and problem-solving between military, civilian, and private sector stakeholders. The SME will support the design of incidents that highlight challenges requiring military–industry cooperation and demonstrate how operational problems can be mitigated through effective engagement with industry partners. The SME will coordinate with other SMEs to ensure that industry perspectives are integrated across functional areas, including stabilization, humanitarian assistance, human security, communications, and civil resilience. Additionally, the SME shall capture lessons learned and provide actionable recommendations to improve the realism, relevance, and effectiveness of industry-related incidents, including considerations for risk management, continuity of operations, and public-private coordination. Deliverables include expert input to incident design and MEL/MIL development, recommendations for incorporating industry and critical infrastructure perspectives into scenarios, and a post-exercise summary highlighting key findings, lessons learned, and actionable guidance for future exercises, with emphasis on effective military–industry coordination and problem-solving.

c. MEL/MIL Scripting Workshop

(1) **Deputy Grey Cell Coordinator:** The Deputy will support the development of detailed MEL/MIL by reviewing draft scenarios, identifying gaps or inconsistencies, and ensuring alignment with exercise training objectives, joint effects, and multi-domain operational considerations. The Deputy shall coordinate and synchronize contributions from other SMEs to maintain consistency across functional areas and ensure integration of relevant Host Nation, Civil Environment, stabilization, and cross-cutting considerations. Additionally, the Deputy will capture lessons learned during the workshop and provide recommendations to improve MEL/MIL design, scripting methodologies, and overall exercise fidelity. Deliverables include review and refinement of MEL/MIL drafts, documented recommendations for scenario improvements, and a post-workshop summary highlighting key findings, gaps, and lessons learned to inform subsequent exercise development and execution.

(2) **IO/NGO SME:** The IO/NGO SME will collaborate with EMs and SMEs to develop and refine the major events, incidents, and injects for the exercise. The SME's role is to provide essential IO/NGO expertise, ensuring that the exercise script aligns with real-world conditions, incorporates realistic humanitarian challenges, and reflects the specific context of the exercise, including scenarios such as Article 5 operations in a NATO context. The SME shall actively participate in workshop discussions to provide insights into real-world humanitarian scenarios, operational challenges, and best practices, contributing to the development of compelling and impactful training events. Additionally, the SME must share expertise on the specific operational complexities faced by IO/NGOs throughout the crisis continuum, ensuring that the MEL/MIL accurately represents these realities and effectively triggers decision-making by participants in dynamic, multi-domain environments. Deliverables include expert input to

MEL/MIL drafts, recommendations for integrating IO/NGO operational realities into incidents, and a post-workshop summary highlighting key findings, lessons learned, and actionable guidance for future exercises.

(3) **POLAD SME:** The POLAD SME will collaborate with the Ems and SMEs to develop and refine the major events, incidents, and injects for the exercise. The SME's role is to ensure that MEL/MIL design integrates political considerations, focusing on triggering operational dilemmas and decision-making related to civilian populations, humanitarian issues, human rights, and broader political dynamics. The SME shall provide expert guidance on scenarios from friendly, neutral, and adversarial perspectives, ensuring that incidents reflect the full spectrum of political and operational interactions relevant to the exercise context, including multi-domain and NATO-relevant scenarios. Additionally, the SME shall actively contribute insights on political-military coordination, host nation priorities, and the implications of decisions on Civil-Military and interagency interactions, ensuring that incidents are both realistic and relevant for participants. Deliverables include expert input to MEL/MIL drafts, recommendations for integrating political and HS considerations across friendly, neutral, and adversarial perspectives, and a post-workshop summary highlighting key findings, lessons learned, and actionable guidance for future exercises.

(4) **HS SME:** The HS SMEs will coordinate with EMs and SMEs to develop and refine the major events, incidents, and injects for the exercise. The SMEs role is to ensure that MEL/MIL design integrates human security considerations, including civilian protection, gender perspectives, and population vulnerabilities, while reflecting NATO's cross-cutting themes and operational priorities. The SMEs shall provide expert guidance on scenarios from friendly, neutral, and adversarial perspectives, ensuring incidents accurately capture the socio-political, humanitarian, and security dynamics affecting civilian populations. Additionally, the SMEs shall contribute insights on the implications of operational decisions for host nation populations, Civil-Military coordination, and multi-domain operations, ensuring that incidents trigger meaningful decision-making and support exercise training objectives. Deliverables include expert input to MEL/MIL drafts, recommendations for integrating human security considerations across all perspectives, and a post-workshop summary highlighting key findings, lessons learned, and actionable guidance for future exercises.

(5) **International Law SME:** The International Law SME will collaborate with the EMs and SMEs to develop and refine the major events, incidents, and injects for the exercise. The SME's role is to ensure that MEL/MIL design incorporates applicable international legal considerations, including the law of armed conflict, human rights, and relevant NATO and host nation legal frameworks. The SME shall provide guidance on scenarios from friendly, neutral, and adversarial perspectives, ensuring incidents accurately reflect legal constraints, obligations, and operational dilemmas, and support decision-making under complex legal conditions. Additionally, the SME shall advise on the legal implications of military, Civil-Military, and interagency actions, helping to ensure that incidents trigger realistic challenges while remaining compliant with applicable law. Deliverables

include expert input to MEL/MIL drafts, recommendations for integrating international law considerations across scenarios, and a post-workshop summary highlighting key findings, lessons learned, and actionable guidance for future exercises.

(6) **Nation Stabilization SME:** The Nation Stabilization SME shall collaborate with the EMs and SMEs to develop and refine the major events, incidents, and injects for the exercise. The SME's role is to ensure that MEL/MIL design incorporates nation stabilization considerations, including governance, capacity building, Civil-Military coordination, and rule of law principles. The SME shall provide guidance on scenarios from friendly, neutral, and adversarial perspectives, ensuring incidents accurately reflect the operational, political, and social challenges associated with stability efforts in complex environments. Additionally, the SME shall contribute insights on the implications of operational decisions for host nation institutions, local populations, and long-term stabilization objectives, ensuring that incidents trigger realistic dilemmas and support exercise training objectives. Deliverables include expert input to MEL/MIL drafts, recommendations for integrating stabilization and rule of law considerations across scenarios, and a post-workshop summary highlighting key findings, lessons learned, and actionable guidance for future exercises.

(7) **Humanitarian Assistance to Populations SME:** The Humanitarian Assistance to Populations SME will collaborate with the EMs and SMEs to develop and refine the major events, incidents, and injects for the exercise. The SME's role is to ensure that MEL/MIL design accurately reflects the needs, movements, and vulnerabilities of affected populations, integrating humanitarian considerations, protection concerns, and realistic operational constraints. The SME shall provide guidance on scenarios from friendly, neutral, and adversarial perspectives, ensuring incidents reflect real-world challenges in delivering assistance, coordinating with other actors, and managing population flows during crises. Additionally, the SME shall contribute insights on the implications of operational decisions for civilian populations, host nation responsibilities, and interagency coordination, ensuring that incidents trigger realistic dilemmas and support exercise training objectives. Deliverables include expert input to MEL/MIL drafts, recommendations for integrating population-centric humanitarian considerations across scenarios, and a post-workshop summary highlighting key findings, lessons learned, and actionable guidance for future exercises.

(8) **Civil Resilience SME:** The Civil Resilience SME will collaborate with the EMs and SMEs to develop and refine the major events, incidents, and injects for the exercise. The SME's role is to ensure that MEL/MIL design incorporates civil resilience considerations, including critical infrastructure protection, community preparedness, and societal response mechanisms. The SME shall provide guidance on scenarios from friendly, neutral, and adversarial perspectives, ensuring incidents reflect real-world challenges in maintaining societal stability and continuity of essential services during crises. While NATO supports and tracks resilience, the SME shall emphasize that resilience is primarily a Host

Nation responsibility, ensuring scenarios accurately depict the interaction between NATO forces, host nation authorities, and civilian populations. Additionally, the SME shall advise on the implications of operational decisions for civil infrastructure, host nation institutions, and public confidence, ensuring that incidents trigger realistic dilemmas and support exercise training objectives. Deliverables include expert input to MEL/MIL drafts, recommendations for integrating civil resilience considerations across scenarios, and a post-workshop summary highlighting key findings, lessons learned, and actionable guidance for future exercises.

(9) **Communications SME:** The Communications SME shall collaborate with the EMs and SMEs to develop and refine the major events, incidents, and injects for the exercise. The SME's role is to ensure that MEL/MIL design incorporates realistic communication considerations within the Civil Environment, including information flows, public messaging, media interactions, and cyber or electronic communications. SME shall provide guidance on scenarios from friendly, neutral, and adversarial perspectives, ensuring incidents reflect real-world challenges in communicating effectively with civilian populations, host nation authorities, and military actors. Additionally, the SME shall advise on the implications of operational decisions for information management, perception shaping, and coordination among civil, military, and interagency actors, ensuring that incidents trigger meaningful dilemmas and support exercise training objectives. Deliverables include expert input to MEL/MIL drafts, recommendations for integrating communications considerations across scenarios, and a post-workshop summary highlighting key findings, lessons learned, and actionable guidance for future exercises.

(10) **Industry SME:** The Industry SME will collaborate with the EMs and the exercise planning team to develop and refine the major events, incidents, and injects for the exercise. The SME's role is to ensure that MEL/MIL design incorporates realistic industry perspectives, including commercial capabilities, technological solutions, and private-sector support to military and civil operations. The SME shall provide guidance on scenarios from friendly, neutral, and adversarial perspectives, ensuring incidents reflect real-world challenges in coordinating, cooperating, and leveraging industry expertise to solve operational problems. Additionally, the SME shall advise on the implications of operational decisions for Civil-Military-industrial interactions, capability gaps, and innovative problem-solving, ensuring that incidents trigger meaningful decision-making and support exercise training objectives. Deliverables include expert input to MEL/MIL drafts, recommendations for integrating industry considerations across scenarios, and a post-workshop summary highlighting key findings, lessons learned, and actionable guidance for future exercises.

(11) **Civil Environment Database Developer / Computer Assisted Exercise Operator (CEDD/CAX):** The CEDD/CAX will collaborate with the MEL/MIL planning team to develop, integrate, and manage civil scenarios, events, and injects within the exercise's CAX environment. The SME's role is to ensure the dynamic, realistic, and technically accurate representation of civil events,

including population movements, Civil-Military interactions, infrastructure impacts, and other context-specific elements. The SME shall provide technical expertise to implement complex civil environment data, ensuring that scenarios reflect friendly, neutral, and adversarial perspectives and create a live, interactive, and challenging exercise environment. Additionally, the SME shall support troubleshooting, validation, and refinement of civil events in the CAX system, ensuring consistency with MEL/MIL objectives, and that incidents trigger realistic decision-making and operational dilemmas for participants. Deliverables include fully integrated civil environment scenarios in the CAX system, technical support for exercise execution, and a post-exercise report capturing lessons learned, system performance, and recommendations for future exercise iterations.

d. E-block (EMPLOYEX) EXCON Training and Execution:

(1) During the execution phase of a NATO exercise, all Grey Cell SMEs should focus on following the scenario and scripting events with a dynamic approach of observing and providing real-time analysis of the exercise's progress and the evolving situation, sharing best practices, documenting lessons learned, and liaising with civilian and military stakeholders. Their role is to ensure that the exercise accurately tests and validates concepts, procedures, and tactics, contributing to improved interoperability and the development of improved approaches to real-world crises. SMEs should facilitate the interaction between different military branches, national contingents, and civilian organizations to enhance their collective working efficiency.

(2) During the exercise execution the Deputy Grey Cell Coordinator will support the Grey Cell Chief with coordination during meetings (i.e. HICON Coordination meeting), be the acting Grey Cell Chief and will represent Human Security equities throughout the preparation and execution phases of the exercise, as required.

(3) Support the Grey Cell by monitoring JEMM injects through synchronisation and coordination with Response Cells, Lower Control, Higher Control, and Media; will be the overall manager for all Grey Cell owned storylines and Grey Cell supported storylines.

(4) Become the official link between non-security cleared IO/NGO/GO official representatives. This is regarding scripting requirements and coordination with Exercise Control personnel outside of the Grey Cell.

- e. The duties listed above are intended only as a general illustration of the various types of work that may be performed. Specific statements of duties not included do not exclude them if the work is similar, related, or a logical assignment to the required functionality.

6. PERSONNEL REQUIRED FOR THE STATEMENT OF WORK.

a. Overview

The Contractor shall propose, and make available at contract award and commencement, the specific key personnel identified in its proposal. The Contractor warrants that all such personnel are committed, available, and authorized to perform the services described in this SOW.

Substitution of key personnel prior to or within (90) days of contract start shall not be permitted except in cases of verified circumstances beyond the Contractor's control (e.g., death or serious illness). Any such substitution must be supported by written justification acceptable to the Contracting Officer.

If, after contract award, any proposed individual becomes unavailable for reasons other than those permitted above, the Contractor shall be deemed to have misrepresented the availability of personnel. In such cases, the Contracting Officer may, at his/her sole discretion:

- disapprove the substitution and require performance by the originally proposed personnel.
- terminate the contract for default; or
- equitably adjust the contract man-day fee downward by 5% to compensate the JFTC for delays, losses, or damages. This fee will not apply if the key personnel replacement occurs during second contract option period or later.

When substitution is approved, the Contractor shall, at no additional cost to the JFTC, promptly provide a replacement with equal or superior qualifications, experience, and commitment, subject to the written concurrence of the Contracting Officer. All substitution requests shall include:

- detailed justification,
- a complete résumé of the proposed substitute, and
- any other information the Contracting Officer requires to assess suitability.

Failure to comply with the requirements of this clause may be considered a material breach of contract.

b. All Grey Cell SMEs should meet the following criteria:

- Professional background: minimum 3 years of relevant field experience (IOs, NGOs, government agencies, think tanks, peacekeeping, industry or humanitarian missions).
- Possess strong analytical abilities, and communication (written and oral) at a professional level.
- Understanding and or experience with NATO structure, roles and responsibilities.
- Experience with working with or in nations that are represented in the training or exercise if there is a regional theme present.

c. Essential Experience:

(1) Deputy Grey Cell Coordinator:

- Experience in NATO exercises, military planning and operations at the tactical and operational level.
- Experience in leadership and managing a diverse team consisting of uniformed persons and civilians. Ability to manage and delegate tasks efficiently.
- Experience (last three years) working with various IOs/NGOs/GOs (ex. UNOCHA, ICRC, CIVIC, DG-ECHO) and be able to portray various

organizations to support storylines/injects, both owned and supported by the Grey Cell.

- Experience in the last three years in the Field of Human Security.

(2) (IO)/ NGO SME will:

- Have experience in IO/NGOs responses in international crisis interacting with organizations such as NATO, African Union, Host Nations or United Nations.
- Demonstrate recent experience (within past five years) as an IO or NGO SME (ex. UNDP, UNOCHA, ICRC, Red Cross, Save the Children, Centre for Civilians in Conflict (CIVIC), Protection of Civilians) in an operational role (preferred) or staff role.
- Have experience portraying IO or NGO actions/responses in an international crisis.
- Have experience as part of the Exercise Control (EXCON) Grey Cell (or equivalent organization) in NATO, United Nations exercises and Disaster or Humanitarian national level exercise.

(3) Political Advisor (POLAD)

- Demonstrate recent experience (within past five years) as a POLAD or acting as a POLAD within NATO or NATO exercises.
- Have in-depth knowledge of the European Theatre to include security policy and be capable of advising both Exercise Control personnel as well as the Training Audiences.

(4) Human Security SMEs will:

- Have a minimum of three years of professional experience in Human Security–related fields, such as Protection of Civilians, Conflict-Related Sexual Violence, Children and Armed Conflict, Counter-Trafficking in Human Beings, Cultural Property Protection.
- Be familiar with Gender Perspective in Military operations and the UN's Women Peace and Security agenda.
- Have demonstrated operational or field experience in conflict, crisis, stabilisation, or humanitarian environments, preferably through work with NATO operations or exercises, UN missions, EU or OSCE engagements, or recognized international humanitarian organizations.
- Possess expert knowledge of NATO Human Security policy and doctrine, including the NATO Policy on Protection of Civilians, the NATO Human Security Approach, Bi-SC directives, NATO Gender Perspective frameworks, and CIMIC concepts, as well as an understanding of operational planning, targeting, and Rules of Engagement processes.

(5) International Law SME will:

- Have a minimum of three years of professional experience in international law, with a focus on the law of armed conflict (LOAC), international humanitarian law (IHL), and human rights law.
 - Have a strong understanding of NATO legal frameworks, including the NATO SOFA agreements, relevant NATO policies and directives, and the legal basis for NATO operations and collective defense.
 - Have experience working with international organizations, such as the United Nations, the International Committee of the Red Cross, and other relevant actors, and being able to incorporate international legal standards and perspectives into their role.
- (6) Nation Stability SME will:
- Have a minimum of three years of professional experience in stability operations, post-conflict recovery, state-building, or governance development in fragile or conflict-affected environments.
 - Possess a strong understanding of NATO stability operations doctrine, including concepts related to the comprehensive approach, Civil-Military interaction, host-nation capacity development, and transitioning from conflict to stability.
- (7) Humanitarian Assistance to Population SME will:
- Have a minimum of three years of professional experience in humanitarian response, disaster relief, civil protection, or emergency management in conflict-affected or disaster-prone environments.
 - Possesses demonstrated field experience working with humanitarian operations, including roles involving needs assessments, relief coordination, protection of vulnerable populations, logistics support, or emergency planning.
- (8) Civil Resilience SME will:
- Have a minimum of three years of professional experience in civil preparedness, national resilience planning, crisis management, or critical infrastructure protection within governmental, military, or international organizational settings.
 - Possess demonstrated experience working on national or multinational resilience frameworks, including activities related to continuity of government, continuity of essential services, emergency response coordination, and population preparedness.
 - Have a detailed understanding of NATO's civil preparedness and resilience requirements, including the NATO Baseline Requirements for National Resilience, host-nation support mechanisms, and the role of civil resources in collective defense and crisis response.
 - Have demonstrated experience supporting military or national-level exercises, including developing resilience-focused injects, scenario

elements involving infrastructure disruption or societal stress, and contributing to planning cycles and decision-making events.

(9) Communications SME will:

- Have a minimum of three years of professional experience in strategic communications, public affairs, information operations, or media engagement within a military, governmental, or international organizational context.
- Having a strong understanding of NATO communications policies, including strategic communications principles, public affairs guidelines, information environment assessment methods, and the relationship between communications, operational outcomes, and public perception.
- Have demonstrated ability to replicate international, national, and local media behavior, as well as the communication methods of governmental authorities, NGOs, adversarial actors, neutral actors and the civilian population within a simulated environment.

(10) Industry SME will:

- Have a minimum of three years of professional experience working with industrial sector stakeholders, including defense industries, critical infrastructure providers, energy companies, transportation networks, technology firms, or supply chain operators.
- Possess demonstrated experience in advising on industrial capabilities, supply chain resilience, production capacity, and the role of industry in national or multinational defense, crisis response, or resilience frameworks.
- Have a strong understanding of how private-sector industries interact with governmental organizations, military commands, and civil authorities during crises, including issues related to resource constraints, infrastructure impacts, and workforce availability.

(11) Civil Environment Database Developer and Computer Assisted Exercise (CAX) Operator SME will:

- Demonstrate recent experience (past three years) developing computer assisted exercise databases.
- Have experience of the CAX system operation.
- Have experience of the development of a civil environment database used for the CAX system to simulate the reality and complexities of operating in the conflict zone.

(12) English Language Proficiency:

Native English language speaker or individual presenting very good command of spoken and written English with a proven ability to communicate effectively orally and in writing at the level of (SLP) NATO STANAG 6001 - 3333 (Listening, Speaking,

Reading and Writing). To meet this requirement, the Contractor must provide one of the following pertaining to the Contractor's personnel:

- NATO STANAG 6001 – 3333 certificate.
- Common European Framework (CEF) B2+ Vantage+ certificate.
- Council of Europe (COE) B2 Vantage certificate,
- Association of Langue Testers in Europe (ALTE) level 3 Independent User certificate.
- Cambridge ESOL – FCE certificate.
- International English Language Testing System (IELTS) - level 5 certificate.
- Test of English as a Foreign Language (TOEFL) – with result between 487 and 566 (paper based) or between 57 and 86 (internet based).

In lieu of the certificates it will be at the discretion of the JFTC contract award authorities, to consider equivalent English proficiency the following:

- Evidence having an English-speaking background.*
- Evidence of employment for at least 24 months within last 3 years in a position that required the Contractor's personnel to carry out their duties in English language as primary. To document fulfilment of this requirement a written reference on company letterhead from the employer providing their contact details and details of employment with them is mandatory.
- Evidence of provision of services under a contract (as a prime contractor or sub-contractor) for at least 24 months within last 3 years with tasks that required the Contractor's personnel to carry out their duties in English language as primary. To document fulfilment of this requirement a written reference on company letterhead providing their contact details and details of service provided to them is mandatory.

*The JFTC will consider the Contractor's personnel to have an *English-speaking background* if it can be proved that the Contractor's personnel:

- Completed primary and at least three years' secondary schooling provided in English as primary language.
- Completed at least five years' secondary schooling at schools provided in English as a primary language, or completed at least three years' university education or post-graduate studies provided in English as a primary language.

7. PLACE OF PERFORMANCE.

The Contractor shall deliver the service mainly at the Joint Force Training Centre located in ul. Szubinska 2, 85-312 Bydgoszcz, Poland.

8. TRAVEL.

8.1. JFTC will reimburse the Contractor an airline economy, return flight (or/and long distance train) ticket from the closest airport of Contractor's personnel habitual residence to Bydgoszcz, Poland, or to one of the airports near Bydgoszcz (i.e. Poznan, Gdansk, Warsaw).

8.2. After completion of each event, the Contractor shall submit an invoice with copies of flight (or/and long distance train) tickets purchased. Other travel related estimated expenditures should be included in the man-day rate offered within the bidding price proposal.

9. CONTRACTOR SUPERVISION.

The Contractor is expected to establish their own daily routine based on a self-assessment of defined requirements and priorities. The Contractor shall be assigned to the Contracting Officer Technical Representative (COTR). The COTR may provide additional guidance as required or requested and may prioritise tasks. The Contracting Officer, in consultation with the COTR(s), shall administer the Contract and has final authority to determine if the Contract/SOW should be amended, extended, or cancelled for evolving requirements, new tasking, and/or technical non-performance. The COTR, while authorised to make direct “without commitment” engagement with the Contractor, will not have the delegated authority to make any commitments or changes that affect price, quality, quantity, delivery, scope or other terms and conditions of the contract, the COTR shall:

- Resolve outstanding disputes, problems, deficiencies, and/or questions on the technical aspects of the SOW.
- Review and approve all Contractors’ duties for completeness and accuracy. The COTR shall document that Contractors’ required tasking and deliverables are meeting specifications for completeness and accuracy, quality, and delivery schedule.
- Recommend to the Contracting Officer who has final authority that the Contract/SOW be amended, extended, or cancelled for evolving requirements, new tasking, and/or technical non-performance.

The contractor shall fill in the timesheet provided by JFTC. Signed timesheets shall be forwarded to the COTR for review and further processing.

10. QUALITY AND ACCURACY OF PRODUCT AND SERVICES.

The Contractor is responsible for the quality and accuracy of their products and services. The Contractor agrees to:

- Incorporate appropriate management practices for quality assurance of all data, documentation and support the JFTC’s inspection and acceptance procedures necessary to ensure that data and documentation is prepared and delivered in accordance with the contract.
- All deliverable documents, whether draft or final, shall be delivered as an electronic file using an appropriate Microsoft Office suite file format compatible with Office 2016 (or later version) prior to final submission for JFTC’s review, comment and editing.

11. FURNISHED PROPERTY, SERVICES AND RESOURCE MATERIALS.

11.1. The Contractor shall:

11.1.1. Provide all personnel, equipment, tools, materials, supervision, and other items and services (except as otherwise specified) necessary to support all work requirements under this Contract.

- 11.1.2. Ensure that all equipment carried/brought into JFTC premises (i.e. laptops, tablets etc.) is reported to the JFTC. This equipment shall be checked and registered by the JFTC Security Branch prior to use.
- 11.1.3. Be responsible for proper utilisation and safeguarding of all JFTC property provided for Contractor use. At the end of the assignment, all JFTC facilities, equipment, and materials shall be secured. The Contractor personnel will immediately report any damage to JFTC facilities and equipment upon discovery of such damage. Equipment found to be defective must also be reported in a timely manner to allow for repair or replacement. These reports will be submitted to the designated COTR.
- 11.2. The JFTC shall:
 - 11.2.1. Provide information package for preparation of exercise events. The package will be published on JFTC website <https://events.jftc.nato.int>. It will be available upon the contract award and successful registration for the exercise events (in accordance with Annex A to this SOW). It is anticipated that this package will be available as a minimum one week before the beginning of the exercise events. The Contractor's personnel providing services under this SOW are obliged to familiarise themselves and understand the concept and the requirements of the exercise.
 - 11.2.2. Provide all necessary onsite: working space, office supplies, workstations etc., and other materials and logistics required in the performance of services under this SOW.
 - 11.2.3. Upon availability, provide transportation between the JFTC and hotels during the execution of this SOW.
 - 11.2.4. Organise billeting and meals for Contractor's personnel executing this SOW (the payment will be made individually by the Contractor).

12. SECURITY AND CONFIDENTIALITY REQUIREMENTS.

12.1. 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-REV5) applies.

12.2. Personal Security Clearance (PSC).

The Contractor must provide in advance the Request for Visit signed by the National Security Agency confirming valid clearance to NATO SECRET level throughout the term of contract at JFTC according to NATO Directive on Classified Project and Industrial Security Dated 19 May 2015 mainly in Appendix 8 Annex 1 AC/35-D-Rev5 herein. No waiver to this requirement shall be granted. No personnel without the needed clearance in place may be assigned. If the Contractor cannot assign personnel with the required security clearance on the start date, the Contractor shall be liable for bid non-compliance or immediate contract termination. The Contractor shall obtain all needed security clearances for its personnel performing the services under this SOW prior to start of the contract. The Contractor must provide advance written proof of the ability to assign fully cleared personnel prior to contract award.

12.3. Contractor's Facility Security Clearance (FSC).

The facility of the Contractor/Sub-contractor shall hold a NATO Secret Facility Security Clearance with or without storage capabilities based on the Project - Contract Security Classification Guide outcome. 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. Facility Security Clearance Confirmation must be provided by respective NSA (based on JFTC request) before start of the contract.

12.4. Security Conditions.

The Contractor must adhere to current security conditions at the JFTC 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 JFTC regulations. The contractor undertakes to familiarize, sign and follow the Security Aspects Letter presented to them.

12.5. 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 JFTC. Provisions of this clause will remain in force notwithstanding the termination of this Contract regardless of the cause for termination.

13. OWNERSHIP OF WORK.

13.1 JFTC will retain ownership of all documents and products produced under the Contract. Documents shall be identified as being the property of JFTC and shall not be copied, reproduced or utilised for any other purpose, without the written consent of JFTC.

13.2. The Contractor shall have the right to retain file copies only when agreed to by JFTC, and it does not infringe upon an individual's rights to confidentiality.

14. NON-COMPLIANCE.

14.1. JFTC reserves the right to refuse services and to remove from the Contract any individual provided by the Contractor due to poor performance, misconduct, security breaches, or if found to be or suspected to be under the influence of alcohol, drugs, or other incapacitating agent or any other reason based on a failure to satisfy the requirements of this SOW.

14.2. The Contractor shall remove immediately the personnel from performing under this Contract upon notification by the Contracting Officer. Once the Contractor is notified that a particular individual has been disqualified, the Contractor shall not provide services of such person in any JFTC function, unless reinstatement is granted by the Contracting Officer.

15. CANCELLATION AND POSTPONEMENT.

In the event that the training is cancelled, adjusted in respect to the amount of contractors needed or the duration of the required services, or postponed to a time not convenient for the Contractor's performance of the services, less than one (1) week prior to start-up of the

base/option period or Contractor's services are no longer required due to circumstances that JFTC is not responsible for and JFTC is not able to notify the Contractor at least one week prior to start-up of the task, the Contractor shall be reimbursed for documented actual cost incurred by the Contractor up to the date of cancellation or postponement. This reimbursement shall be applicable only to the actual travel booking cost directly linked to the Training Event (airline ticket, hotel booking cancellation fee, etc.).

16. MISCELLANEOUS.

- 16.1. Registration for the Training Event. Once the Contract is awarded the Contractor must register Training Event participants providing services under this Contract. The Contractor must follow the instructions listed in Annex A to this SOW.
- 16.2. All products or actions that will affect exercise play will be coordinated and approved by the JFTC Grey Cell Chief to ensure that they are aligned with the Primary and Secondary Training Objectives for LEDA exercise.
- 16.3. All Grey Cell products will be hosted on closed platforms such as NATO Secret, Mission Secret and/or NATO Unclassified Networks.
- 16.4. All work produced under this contract will be provided to JFTC for internal continuity, Lessons Identified / Lessons Learned (LI/LL) and future exercise and training development.
- 16.5. Personal appearance. Personnel working under this contract shall present a professional appearance commensurate with standards delineated for government civilian/military personnel acting in similar capacities.
- 16.6. The Contractors shall provide services during the period of performance starting from 0730 a.m. CET until 0800 p.m. CET every day (lunch time included) regardless of weekends and holidays. The number of working hours may vary depending on Training Event intensity, daily schedule, and tasks.
- 16.7. The Contractors may be required to provide the services during the night shifts between 8:00 p.m. CET and 8:00 a.m. CET. The man-day fee for night shift will apply.

17. PAST PERFORMANCE REQUIREMENTS

- 17.1. The Contractor shall provide evidence of relevant past performance completed within the last five years that is similar in size, scope, and complexity to the requirements outlined in this Statement of Work.
- 17.2. The Contractor must submit a minimum two past performance references. Each reference shall include the client organisation, contract value, period of performance, and a brief description of the services provided.
- 17.3. JFTC reserves the right to contact the provided reference(s) to verify the quality of service, adherence to schedules, and cost control.
- 17.4. Past performance will be evaluated based on the Contractor's demonstrated ability to meet technical requirements, maintain professional communication, and deliver results on time and within budget.

18. POINTS OF CONTACT.

All questions concerning the work requirement, schedule, and project coordination shall be referred to the appropriate COTR. The Contractor shall coordinate the development and delivery of all deliverables prepared under this contract with the COTR. In case of any contractual matters the Contractor shall contact the Contracting Officer or the designated person by the Contracting Officer.

CREATING A JFTC TRAINING EVENT (TE) REGISTRATION ACCOUNT

1. To create a JFTC Training Event (TE) registration account:
 - 1.1. Navigate to the JFTC registration website: <https://events.jftc.nato.int>.
 - 1.2. Click the "Create new account" link.
 - 1.3. Fill in the form. The user name is your first name, dot, last name (i.e. firstname.lastname). Fields marked with red asterisks (*) are obligatory.
 - 1.4. Click "Create new account". The website administrator will then validate and activate your account.
 - 1.5. Once the administrator has approved your account, you will receive a confirmation email with a temporary login link for the website so that you can create a password for your account. Click the link in the email.
 - 1.6. Click "Log in". Fill in the "Password" and "Confirm password" fields and then click the "Save" button at the bottom of the screen.
 - 1.7. In order to edit your account information please log in to your account on <https://events.jftc.nato.int> and click on "My account" in the top menu. Click on "Save" button when finished.
2. To register for an event:
 - 2.1. Have an electronic copy of your security clearance ready to be uploaded during registration process.
 - 2.2. Navigate to the JFTC registration website: <https://events.jftc.nato.int> and log in to your account.
 - 2.3. Navigate to the event to which you wish to register in and click the "Read more" link.
 - 2.4. Select the "Click here to register" button below the event description.
 - 2.5. Update or confirm your personal information.
 - 2.6. Upload the electronic copy of your security clearance.
 - 2.7. Fill in the PAF and click on the "Save" button when finished.



Joint Force Training Centre
Security Branch

Bydgoszcz | POLAND



Internal tracking No.:

FROM: **JFTC**
TO:
SUBJECT: **NATO SECURITY ASPECTS LETTER**
DATE:

REFERENCES: A) AC/35-D/2003-REV5 – Directive on Classified Project and Industrial Security

Dear Recipient,

1. In the performance of this contract, the prime Contractor and any Sub-contractor(s) are required to comply with NATO security regulations as implemented by JFTC and the National/Designated Security Authority (NSA/DSA) of the nation in which the company is based, or the nation in which the work is performed or in the contracts involving NATO SECRET (NS) information as established in the Project - Contract Security Classification Guide.
2. All classified information and material shall be protected in accordance with the requirements established by JFTC and the NSA/DSA of the nation in which the company is based, or the nation in which the work is performed or in the case of NS information as may also be established in the Contract Security Clause.
3. In particular, the Contractor shall:
 - (a) appoint a Facility Security Officer (FSO) to be responsible for supervising and directing security measures in relation to the Request for Proposals (RFP), contract/s or sub-contract/s;
 - (b) submit in due time to the NSA/DSA the personal particulars of the person the contractor wishes to employ on the project with a view to obtaining Personnel Security Clearances (PSCs) at the required level where NATO CONFIDENTIAL (NC) and above is involved;
 - (c) maintain, through the FSO responsible for security measures, a continuing relationship with the NSA/DSA and/or the JFTC Contracting Authority in order to ensure that all NATO classified information involved in the bid, contract or sub-contract is properly safeguarded;
 - (d) limit the copying of any classified material (including documents) to the absolute minimum to perform the contract;

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- (e) supply the NSA/DSA, when so requested by the latter, with any information on the persons who will be required to have access to NATO classified information;
 - (f) maintain a record of employees taking part in the project and who have been cleared for access to NATO classified information. This record must show the period of validity and the level of the clearances. All records must be kept for a minimum of 5 years;
 - (g) deny access to NATO classified information to any persons other than those authorised to have access by the NSA/DSA or in the case of NR information as determined by the need-to-know;
 - (h) limit the dissemination of NATO classified information to the smallest number of persons as is consistent with the proper execution of the contract or sub- contract;
 - (i) comply with any request that persons to be entrusted with NATO classified information sign a statement undertaking (Acknowledgement of Responsibilities) to safeguard that information and signifying their understanding of their obligations under national legislation on the safeguarding of classified information, and that they recognise that they may have comparable obligations under the laws of the other NATO nations in which they may have access to classified information;
 - (j) report to the Security Office of JFTC and to the appropriate NSA/DSA any breaches or suspected breaches of security, suspected sabotage or subversive activity, any breach giving rise to doubts as to the trustworthiness of an employee, any changes in the ownership, supervisory or managerial staff of the facility or any changes that affect the security arrangements and security status of the facility, and any other information which may be required by JFTC and the NSA/DSA, such as reports on holdings of NATO classified information or materiel;
 - (k) obtain the approval of the JFTC Contracting Authority before beginning negotiations with a view to sub-contracting any part of the work which would involve the Sub-contractor having possible access to NATO classified information, and to place the Sub-contractor under appropriate security obligations which in no case may be less stringent than those provided for by contract;
 - (l) undertake not to utilise any shared NATO classified information, other than for the specific purpose of the bid, contract or sub-contract, without the written permission of JFTC, and returns to JFTC all classified information referred to above, as well as that developed in connection with the contract or sub-contract unless such information has been destroyed, or its retention has been duly authorised by the JFTC Contracting Authority. Such NATO classified information shall be returned at such time as the contracting office may direct; and
 - (m) comply with any procedure established with respect to the dissemination of NATO classified information in connection with the contract or sub-contract.

4. Any person taking part in the performance of work of classified parts of which are to be safeguarded, must possess the appropriate NATO security clearance issued by their NSA/DSA. The level of this clearance must be at least equal to the security category of the materiel, the related information or specifications where NC or above is involved.

5. Unless specifically authorised to do so by JFTC, the Contractor may not pass on any NATO classified information to any third party to whom a request to supply goods or services has been submitted.

6. No change in level of classification or de-classification of documentation or materiel may be carried out unless written authority in this respect is obtained from JFTC.
7. No Communication and Information Systems (CIS) may be used for processing classified information without prior accreditation by the responsible authorities.
8. Failure to implement these provisions and the security regulations established by JFTC and the NSA/DSA of the nation where the company is based, or the nation where the contractual work is being performed may result in termination of this contract without reimbursement to the Contractor or claim against NATO, JFTC or the national government of the said nation.
9. The Security Classification Guide indicates the degree of classification of the data and materiel (equipment, information, technical manuals, specifications) which may be handled in the performance of work under this contract, and which must be safeguarded in accordance with the provisions of this letter.
10. The contractor shall return any classified information provided or generated under the contract unless the contracting authority has given written approval to retain such classified information, e.g. for warranty purposes.
11. The Contractor shall be required to acknowledge receipt of an accompanying Security Aspects Letter (SAL) or Program security Instruction (PSI) that is made part of the applicable contract and confirm that it understands the security aspects defined. With respect to contracts involving only NS information the Contractor shall also be required to confirm that it will comply with the provisions of the Contract Security Clause and specifically that any company CIS used to handle or process NS classified information has been appropriately security accredited.

Signature

JFTC Contracting Officer

CONTRACTOR ACKNOWLEDGEMENT

The Contractor acknowledges receipt of this Security Aspects Letter that is made part of the applicable contracts and confirm that it understands and will comply with the security aspects defined. The Contractor further acknowledges that it will comply with the provisions of the Contract Security Clause, specifically any contractor CIS used to handle or process NS classified information has been appropriately security accredited.

Company: _____

Contractor's Facility: _____

Security Officer's Name (print): _____

Security Officer's Signature: _____

Date: _____