



NATO DEFENSE COLLEGE
COLLÈGE DE DÉFENSE DE L'OTAN



Rome, 16 October 2025
NDC / 2585

SUBJECT: INVITATION FOR BID RELATING TO PROVIDING EXTERNAL SUPPORT FOR LANGUAGE TRAINING ACTIVITIES AT THE NATO DEFENSE COLLEGE (NDC), ROME - ITALY.

Dear Madam/Sir,

Your company is hereby invited to participate in a competitive bidding for providing EXTERNAL SUPPORT FOR LANGUAGE TRAINING ACTIVITIES at the Nato Defense College (Ndc), Rome - Italy.

The Bid Closing date shall be on Monday, **November 10, 2025, 11:59 a.m. (midday)**

The bid opening is not public.

This Invitation for Bidding contains the following documents:

- a. NDC Standard Bidding and Contract Specifications (Annex A)
- b. Statement of Work/Technical Specification (Annex B)
- c. Declarations of Compliance (Annex C)
- d. Economical Offer Form (Annex D)
- e. Acceptance of Conditions (Annex E)
- f. Bid Instructions for submitting offers (Annex F)

In case of discrepancies Statement of Work/Technical Specification (Annex B) will prevail on the "NDC Standard Bidding and Contract Specifications" (Annex A) or other bidding documentation.

**Read carefully the instructions as stated in the bidding documents.
Failure to comply with them may cause your offer to be rejected.**

Any question related to the bidding procedure must be referred to:

Name: Mr. Davide BERGANTIN
Telephone: +39 (06) 50525 400
Email address: d.bergantin@ndc.nato.int

Prospective contractors are advised that NATO Defense College reserves the right to cancel this bid at any time in its entirety, and bears no liability for the proposal preparation costs incurred if cancellation occurs.

Your participation in the bidding is greatly appreciated.
Sincerely,

Giuseppe ABBATE
MAJOR, ITA F
Purchasing and Contracting Officer





NATO DEFENSE COLLEGE
COLLÈGE DE DÉFENSE DE L'OTAN



ANNEX A TO NDC/2585 16/10/2025

STANDARD BIDDING AND CONTRACT SPECIFICATIONS

1. GENERAL ASPECTS

1.1 The NATO Defense College is a NATO subsidiary body to which provisions of the Ottawa Agreement on the "Status of the North Atlantic Treaty Organization, National Representatives and International Staff" apply (for domestic suppliers Ottawa Agreement is ratified under Italian Law n. 1226 (10 Nov 1954)).

1.2. The Purchasing and Contracting Officer of the NATO Defense College is responsible for applying the Bidding procedure to meet the requirements of the College, in accordance with NATO Financial Regulations and Implementing Instructions.

1.3. Implementation of this procedure does not entail any obligation to award, totally or partially, the Contract; the competent Authority may either decide not to award the contract at all or set the procedure in motion again, when necessary, in a different form.

1.4. When the Contract covers several lots, the competent Authority reserves the right to allocate some of them only and it may even decide that the other lots will be covered by one or more contracts, when necessary, under a different procedure.

1.5. Calls for Bids may be altered or cancelled in whole or in part, before the closing date, in which case the bidders will be informed in writing.

1.6. Goods and services will be purchased from governmental or commercial entities that are (1) chartered / incorporated within NATO member Nations and (2) that maintain a professionally active facility (office, factory, laboratory etc.) within NATO-member Nations. The NDC invitations to bid are not opened to any consortium of firms / companies or any type of temporary groupings of companies.

1.7. Sub-contracting is allowed only if specifically authorized. In case of sub-contracting, the contractor remains the sole party responsible to the NATO Defense College for all obligations assumed. Sub-contracting shall be limited to firms and persons of NATO

member nations. Sub-contractors shall procure all permits and licenses necessary for the execution of the contract at no additional cost for the NATO Defense College. The invitation to bid is not opened to any consortium of firms / companies or any type of temporary groupings of companies.

1.8. Whenever a Basic Ordering Agreement (BOA) between NATO and the bidder already exists, it will be applicable to the present contract for the parts not specifically regulated in the context of the present call for bids and subsequent contract.

1.9. The NATO Defense College reserves the right to negotiate other contracts for additional specialized or special works with other parties, even if falling in the same professional area as the present call for bids / contract.

2. BIDS

2.1. Up to the closing date, bidders may modify or cancel their offers in whole or in part, following the same procedures as for presentation of the offers. Requests for extension of the bid closing date have to reach the Purchasing & Contracting Office in writing (fax and e-mails are acceptable) not later than 10 calendar days before the bid closure. They will be granted, at the discretion of P & C, only if supported by strong justifications. A bidder may withdraw his bid up to the date and time specified for the bid closing, by written notice to the Contracting Officer. The bid will be returned un-opened to the bidder at his expense. Any bid received after the closing date may be considered, at the discretion of the Contract Award Committee (CAC), provided it arrives before the first CAC session.

2.2. The bid shall be submitted in accordance with the Invitation letter. It will normally be subdivided into two separate parts: the price proposal and the technical proposal:

- **the price proposal:** will be the total cost in Euro – where applicable, quoted separately for each Lot.

- **the technical proposal** (two copies) will include:

- a) All documentation/ information required in the Invitation letter;
- b) All documentation / Information Required in the Bidding Technical Specifications;
- c) any catalogues, brochures, photos, samples etc. deemed necessary.

2.3. If referred to in the Contract Technical Specifications, models or samples must be enclosed with the bid, if necessary under separate cover, provided that no price is stated or referred to.

2.4. No initial deposit is requested to participate to the bidding procedure, unless otherwise stated in the invitation letter. The bidder will provide a bank guarantee for the execution of the contract in case the contract is actually awarded. The NATO Defense College in any case reserves the right to protect its interests, either with regard to para

5.7 provisions or in case the bidder to whom the contract has been awarded does not fulfill its contractual obligations, including through other sums owed for whatsoever reason by the NATO Defense College.

3. AWARDS

3.1. When applicable, the Contracts Award Committee (CAC) awards the contract in accordance with NATO procedures. The CAC sessions are held in closed sessions limited to NATO personnel.

3.2. The CAC may accept or reject bids in whole or in part, as stated at 1.2. and 1.3. above.

3.3. The CAC selects the bid which it considers the most advantageous, considering the quotation, connected costs, the technical and functional specifications, the reliability of suppliers, the professional and financial trustworthiness of each bidder, the time schedule, and any other relevant considerations, together with any suggestion made in the bid, provided it is not in contrast with the formal instructions for presentation of the offers. Whenever the award is not based solely on price, the value/score assigned to the technical proposal and to the economic offer will be specified in the bidding documentation.

3.4. During the entire bid evaluation process the NATO Defense College reserves the right to discuss any bid with the bidders in order to clarify what is being offered and/or to obtain more detailed information. The NATO Defense College will, in any case, not be responsible for finding information which is not readily identifiable and available in the bid.

3.5. In case no communication is received within 90 days from the deadline for the offer presentation, the same will be considered as not accepted. No reasons will be given on the call for bids results.

4. PRICES

4.1. Unless differently specified in the contract / order, the prices given shall be firm and not subject to revision, even if the project / works are executed in more than one year. The price offer will separately quote the safety-related costs as part of the overall offer if specifically required.

4.2. When applicable, the terms of the contract may be extended from year to year, up to a total of five years, provided that the bidder agrees to maintain his prices.

4.3. Prices are to be quoted in Euro.

4.4. For domestic suppliers: under article 72 D.P.R. Number 633 para III.2 dated 26.10.1972 and further modifications: Services supplied and goods delivered to the NATO

DEFENSE COLLEGE for its official use, shall be exempted from Value Added Tax (V.A.T.).

4.5. Similarly, for international suppliers of NATO countries, the NATO Defense College is exempted from all Customs duties and quantitative restrictions on imports and exports in respect of articles imported or exported by the College for its official use, regardless of the amount. Under this provision, goods imported by the College for its official use are also exempt from VAT.

5. ORDERS – DELIVERY – ACCEPTANCE OF GOODS

5.1. All orders placed by the College will invariably be on numbered ordered forms or contracts signed by the Purchasing and Contracting Officer and, when required by NATO rules, by the Financial Controller Delegated, completed with the College's official stamp.

5.2. Unless otherwise stipulated by the College, goods shall be delivered F.O.B. to the following address between 0900 to 1200 hours, and 1400 to 1600 hours, Monday to Friday: NATO Defense College, Via Giorgio Pelosi 1 – I-00143 Rome, Italy, ATTN: Property & Accounting Officer (tel. 0039-6-50525338) or other agent as indicated in the contract / order.

5.3. Delivery date: deadline for delivery / works completion will be the one stated in the bidding Technical Specifications or otherwise the one stated in the contract / order. In the absence of a deadline specified in the call for bids, the bidders will indicate in their offer the proposed delivery / works completion date.

5.4. Goods must be delivered to the College address, brought to the rooms where they are to be installed/used and assembled/mounted at the supplier's care with no additional costs for the College. The firm will dismantle, remove and dispose of the replaced material wholly at its own expense, and in full compliance with applicable safety and environmental protection rules and regulations.

5.5. Goods shall be delivered, packed in accordance with the normal standards applicable to each category of supplies. The supplier shall be entirely liable for damage due to inadequate packing.

5.6. Any damage, partial or total loss of goods in transit shall be the contractor's liability only.

5.7. Unless differently stated in the bidding documentation or in the subsequent contract / order, normally a penalty of 1% of the total value of the contract may be imposed for each calendar day delay, up to 20% of the contract value, when this creates disruption for the College. The College alone will decide when any disruption has been caused. This penalty will not be imposed in the event of circumstances entirely beyond the control of the supplier, duly justified. Should the delay go beyond 30 (thirty) calendar days, the

College reserves the right to cancel the order/contract or to procure the whole or part of the order from another supplier at the contractor's expense.

5.8. Activities / works will be carried out with the schedules and modes to be agreed with the NATO Defense College, in order not to interfere with its academic activities. The NATO Defense College reserves the right, in accordance with its planned activities, to request one or more suspension of works not exceeding a total of 5 (five) working days, giving at least 5 (five) calendar days' notice to the contractor prior to each requested suspension. Those suspension days will not be counted towards the delays and consequent penalties mentioned at para 5.7. No claims for costs arising from those suspensions will be considered.

5.9. Goods / services will be accepted only if they meet the contract specifications mentioned in the contract / order, and are delivered undamaged and are subject to quantity and quality checks. The equipment, goods, spare parts and their components will be new. Reconditioned, recycled or repaired goods will not be accepted. The NDC reserves the right to make the appropriate checks with the manufacturer or with other sources.

5.10. Possible disputes will be settled in accordance with para 14 provisions.

6. GUARANTEE

6.1. Goods will be guaranteed against any material or functional defects. Unless differently established in the call for bids and subsequent contract / order, the guarantee will be valid for at least two years from the date of acceptance by the College. At the time the order is accepted a bank/insurance guarantee covering 20% of the order value will be supplied by the contractor. By virtue of the guarantee all repairs and replacements will be promptly executed by the contractor. In this respect, all expenses incurred will be borne by the latter. Any replaced equipment, or part of it, will be guaranteed as from the date of replacement. Services will be rendered in line with professional standards, subject to acceptance by responsible agents or internal Board properly appointed.

6.2. Deliveries found to be defective, damaged or not up to the specifications will be returned to the suppliers for replacement.

6.3. In the event of conditions at para 6.1 and 6.2 not being respected in full, the College reserves the right either to cancel the order, or to procure the whole of the order from another supplier at the contractor's expense, or to reduce the overall price.

6.4. Unless otherwise specified in the Contract Technical Specifications, the Contractor will maintain and furnish a source of an adequate supply of components, spare parts, sub-assemblies and related services to properly maintain the equipment for a minimum of five (5) years from the warranty expiry.

7. INVOICES

7.1. The invoices should show the reference, the date of the order/contract, the delivery note, and give a detailed description of the goods/services together with their reference number.

7.2. Invoices must be made out in duplicate.

7.3. As stipulated under 4.4. and 4.5., the College is fully exempted from Customs duties and VAT. The terms of applicable exemption will be reported in the invoice as appropriate.

7.4. Invoices must be sent to the College, marked for the attention of the Purchasing and Contracting Officer. The contractor must mention on the invoices bank name, bank account number (IBAN & BIC codes) and any other payment references for a prompt payment of the items ordered.

8. ACCEPTANCE OF CONDITIONS

The supplier is required to return the specific Annex to the Invitation letter, duly dated and signed for acceptance by the contractor's legal representative.

9. PAYMENT

9.1 Payments will be made by bank transfer, upon delivery and technical acceptance of the contract items, within 30 calendar days from the receipt of the invoices, unless specified otherwise in the bidding documentation.

9.2 Transfer of credit is strictly forbidden under the terms of this contract, even in the form of instructions for payment to third parties included in the invoice payment instructions.

9.3 Partial payments are taken into consideration when costs of labor and equipment acquisition are high. Partial payments will be subject to achievement of agreed targets / benchmarks, and to their acceptance by the responsible technical / functional agents. Proposed schedule for partial payments is reported in the bidding documentation, or may be proposed in the offer. Request for partial payment may be part of the offer technical evaluation, with higher score assigned to lower or nil partial payment request(s).

9.4 Any partial payment will be subject to equipment delivery and entails the transfer of legal ownership of such equipment to the NATO Defense College.

10. SECURITY AND CIVIL LIABILITY

10.1 The contractors' personnel list will be notified to the NATO Defense College before the execution starts. The contractor accepts to replace immediately any employee whose

presence is deemed undesirable by the NATO Defense College, without any need to state the reason. Furthermore, in no case may NATO be held responsible for the consequences of such decision.

10.2 The College cannot be held responsible for damages suffered by the contractor's personnel or contractor's equipment while they are on the College's premises. The contractor must insure his personnel against all risks, damages, losses or injuries that the said personnel could be liable for, including damages against third parties. The insurance will be submitted to the Contracting Officer for verification of adequacy upon request.

10.3 The contractor shall repair at his expense any damage resulting from his work and inflicted to NATO buildings, equipment, services, utilities, roads and grassed areas, where such work is not included in the scope of work. Any material belonging to the contractor in use at the NATO Defense College will be the contractor's own liability.

10.4 The contractor (as well as sub-contractors) must comply with all Host Nation and European standards and regulations for health, security and safety (in particular with D. Lgs 81/2008 under the domestic legislation), and with all the applicable labour, social security and tax regulations. At any time the NATO Safety Officer and Host Nation labour inspection authorities will be entitled to inspect any contractor's activity. The contractor and sub-contractors may be asked to supply a copy of the work contracts for their employees present at the NATO Defense College.

10.5 In case of contract award the contractor will present the safety plan ("piano di sicurezza") i.a.w. Italian law. The issue of the Contract / Order is subject to acceptance of the "Documento Unico di Valutazione dei Rischi da Interferenze" (DUVRI) i.a.w. Italian Law, when applicable.

10.6 The contractor certifies that neither he nor his agents or representatives have offered or given any gratuity whatsoever to any NATO personnel, with a view of securing a contract or favorable treatment with regard to the award, modification or execution of this contract.

10.7 No news or information whatsoever (including photographs, films etc.) will be released by the contractor pertaining to this contract or any activity, programme, personnel or any other relevant information on the NATO Defense College. The contractor (and sub-contractors) shall in no circumstance use the name, emblem or official seal of NATO or of any NATO command in connection with its business or otherwise, if not duly authorized.

10.8 To safeguard order and security, the areas inside and outside the NATO Defense College premises are under video surveillance. Files of the resulting footage are accessible only to those responsible for security, and under no circumstances to any unauthorized persons. The contractor will be responsible for informing his employees that they and/or their vehicles may have to undergo a check/search upon entering and/or exiting the NATO Defense College.

10.9 Intellectual Property Rights (IPRs): Unless the Supplier has advised NATO before the acceptance of the purchase order on existing third parties or Supplier's rights arising otherwise than by virtue of this contract, and with due regard to national security regulations, all rights in the results of work undertaken by, or on behalf of, the NATO for the purposes of this contract, including any technical data specifications, report, drawings, computer software data, computer programmes, computer databases, computer software, documentation including software documentation, design data, specifications, instructions, test procedures, training material produced or acquired in the course of such work and, in particular, all rights, including copyright therein, will vest in and be the sole and exclusive property of NATO.

10.10 Except as otherwise provided in the contract, the Contractor agrees to assume all liability for the infringement, if any, of patents in force in the countries where the items will be manufactured, and in other countries where the patents are in force: and will be responsible for obtaining any patent licenses necessary for the performance of the present contract / order and for making any other arrangements required to protect NATO Defense College from any liability for patent infringement in said countries.

10.11 The NATO Defense College is a non-profit international organization which will use the goods and services purchased under the present contract for its own use and not for rent or resale. For this reason, the contractor will accept the NATO Defense College being treated as a 'consumer', thus benefitting from consumer protection laws. The contractor expressly accepts extending the same guarantees and consumer protection regulations to the NATO Defense College.

10.12 For domestic suppliers, the NATO Defense College is not part of the Italian Public Administration, and the related Host Nation / EU rules and regulations are not applicable. The NDC acts as a private entity, within the autonomous set of rules established by NATO organization.

11. TESTS AND ACCEPTANCE

11.1 It is the Contractor's responsibility to obtain, at no additional cost to NATO, the required official certificates for all parts, equipment and installations. The certificates, together with the validated test reports, shall be made available prior to the start of the acceptance testing by NATO. All new electrical and mechanical installations or modifications must be inspected and accepted by a certified inspection agency when required by Host Nation or International regulations.

11.2 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 NATO acknowledges that the Contractor has fully demonstrated that the deliveries are complete and operational.

11.3 Acceptance will be accomplished when the following requirements are met:

- Availability at final destination of all deliverables;
- Successful completion of technical testing;
- Verification of the inventories.
- Satisfactory completion of all training or other required services, if any.

12. LANGUAGES / PREVAILING VERSION

12.1 In case of documents issued in more than one language (call for bids, annexes, orders, etc.), the English version prevails in case of dispute.

12.2 In case of different provisions between the General Contract Specifications and the Technical Contract Specifications in the call for bids, the latter will prevail.

13. APPLICABLE LAW

The United Nations Convention on Contracts for the International Sale of Goods will not apply to this contract. The Supplier confirms that it has been notified by the NATO Defense College prior to the Supplier's acceptance of the purchase order to the effect that NATO, including its personnel, assets, and facilities, enjoys immunity from jurisdiction and execution in all member states of the Alliance.

14. DISPUTES - ARBITRATION CLAUSE

14.1 All possible disputes deriving from the award or the execution of this contract not referred to other specific agreement will be settled by the Contracting Officer, who will render his decisions in writing and provide a copy to the Contractor.

14.2 Within thirty calendar days from the date of receipt of such copy, the Contractor may appeal in writing to the "Chairman – Contracts Award Committee" of the NATO Defense College through the Contracting Officer for a written decision which will be rendered within 30 calendar days.

14.3 The decision of the Contracts Award Committee shall be final unless the Contractor – within thirty calendar days from receipt of the decision – requests the Command to submit the dispute in question to arbitration.

14.4 Disputes arising from performance and the interpretation of the contract which are not settled by agreement will be submitted to arbitration as follows:

The party instituting the arbitration proceedings shall advise the other party by registered letter, with official notice of delivery, of his desire to have recourse to arbitration. Within a period of thirty days from the date of receipt of this letter, the parties shall jointly appoint an arbitrator. In the event of failure to appoint an arbitrator, the dispute(s) shall be submitted to an Arbitration Tribunal consisting of three arbitrators, one being appointed by the NATO Defense College, another by the other contracting party, and the third, who shall act as President of the Tribunal, by these two arbitrators. Should one of the parties

fail to appoint an arbitrator during the fifteen days following the expiry of the first period of thirty days, or should the two arbitrators be unable to agree on the choice of the third member of the Arbitration Tribunal, within thirty days following the expiry of the said first period, the appointment shall be made, within twenty-one days, at the request of the party instituting the proceedings, by the Secretary General of the Permanent Arbitration Court in The Hague. Regardless of the procedure concerning the appointment of this Arbitration Tribunal, the third arbitrator will be of a nationality different from that of the other two members of the Tribunal. Any arbitrator must be a national of any of the member states of NATO and shall be bound by the rules of security in force within NATO. Any person appearing before the Arbitration Tribunal in the capacity of an expert witness shall, if he is a national of one of the member states of NATO, be bound by the rules of security in force within NATO: if he is of another nationality, no NATO classified documents or information shall be communicated to him.

An arbitrator who, for any reason whatsoever, ceases to act as an arbitrator, shall be replaced under the procedure laid down above.

The Arbitration Tribunal will take its decision by majority vote. It shall decide where it will meet and, unless it decides otherwise, shall follow the arbitration procedures of the International Chamber of Commerce in force.

The awards of the arbitrator of the Arbitration Tribunal shall be final and there shall be no right of appeal or recourse of any kind. These awards shall determine the apportionment of the arbitration expenses.

EXTERNAL SUPPORT FOR LANGUAGE TRAINING ACTIVITIES [LANGUAGE REFRESHER COURSE (ERC) - LANGUAGE PLACEMENT TEST (LPT) - DAILY LANGUAGE TRAINING (DLT)]

I. STATEMENT OF WORK / TECHNICAL SPECIFICATIONS

0. General Context

The NATO Defense College (NDC) is the Alliance's premier academic institution whose mission is to contribute to the effectiveness and cohesion of the Alliance primarily through senior-level education, on transatlantic security issues, enabled by research on matters relevant to the Alliance, and supported by engagement with Allies, Partners and Non-NATO Entities (NNEs), with a 360 degrees approach.

Each year, between 225 and 260 Course Members (CMs) from NATO Allies and Partners stay at the NDC premises to attend a 10 to 22-week duration courses, respectively the NATO Regional Cooperation Course (NRCC) and the Senior Course (SC). Course Members are normally officers or civilians with a rank or status equivalent to Colonel or Lieutenant Colonel, who are likely to take up appointments in NATO or work on the NATO portfolio, and whose career timeline ensures a useful period of service on completion of the Courses.

It is essential that CMs be fluent in English or French; however, in the latter case, a good working capacity in English is mandatory so that they may effectively participate in, and profit from, the academic activities. Some CMs need to be brought 'up-to-speed' with a sufficient level of English to take part in the curriculum. For this purpose, the NDC offers pre-course language training (so-called Language Refresher Course / LRC). Nations are encouraged to allow CMs, who are required to have at least a level-three language ability in English, (refer to STANAG 6001 (natobilc.org) for further information) to participate in the full immersion pre-course language training programme to further improve their language skills.

In addition, the NDC proposes also throughout-course daily language training for all CMs in the NDC to further develop their English or French language skills along their staying at the College.

In this framework, three main language activities are provided by the NDC, as follows:

- 1) Language Refresher Course (LRC): a full immersion pre-course language training to bring course members 'up-to-speed' in English or French;
- 2) Language Placement Test (LPT): a tool necessary to properly divide CMs into Daily Language Training (DLT) groups, based on their level of knowledge and understanding, to maximize standardization and effectiveness of training;
- 3) Daily Language Training (DLT): a throughout-course daily language training for all CMs to improve English or French skills.

Target Audience: Mid-career professionals from over 30 countries.
Course Frequency: Twice a year – maximum 120 CMs per semester (expectation TBD).

1. Language Refresher Courses (LRC)

- **Objective:** Provide voluntary language enhancement in NATO official languages.
- **Duration & Frequency:** Minimum 20 hours, twice a year.
- **Participation:** Voluntary; estimated 50 in English and 10 in French, twice a year.
- **Mode:** Online (self-learning modules)
- **Content:**
 - Short modules suitable for limited time availability.
 - Full language skill coverage: reading, listening, comprehension, speaking/pronunciation.
 - Specialized modules in security, defense, diplomatic, and NATO-related topics.
- **Account Access:** Minimum 12 weeks per year, as per NDC Academic Calendar (generally 1st round (6 weeks) from mid-Jul to Aug, 2nd round (6 weeks) from mid-Dec to Jan. A buffer of two weeks must be taken into account).
- **Support:** Dedicated POC for NDC with permanent availability.
- **Guidance:** Clear instructions on platform usage in English and French (and Arabic as desirable).
- **Analytics:** Provide NDC with participant progress reports at the end of each LRC.
- **Certification:** Certificate of attendance upon completion of 20 hours.

2. Language Placement Tests (LPT)

- **Objective:** Assess language proficiency in English and French.
- **Duration & Frequency:** Approximately 90 minutes, twice a year (after LRCs).
- **Participation:**
 - **English LPT:** Compulsory for all CMs (~110), except native speakers, twice a year.
 - **French LPT:** Voluntary for participants choosing French DLT (approximately 30 CMs), twice a year.
- **Mode:** Online.
- **Content:** Listening, reading, and speaking.
- **Account Access:** Open for one week immediately after LRCs.
- **Support:** Dedicated POC for NDC with permanent availability.
- **Guidance:** Clear instructions on platform usage in English and French (and Arabic as desirable).
- **Analytics:** Provide NDC with results (intermediate, upper-intermediate, advanced for English, and beginner, elementary, intermediate, upper-intermediate and advanced for French) by the next working day after the closure of the LPT week.

3. Daily Language Training (DLT)

- **Objective:** Ongoing language improvement.
- **Support:** Dedicated POC for NDC with permanent availability.
- **Guidance:** Clear instructions on platform usage in English and French (and Arabic as desirable).
- **Certification:** Certificate of attendance upon completion.

3.A. English DLT, specific for the Senior Course members (levels: intermediate, upper-intermediate, advanced)

I. For Advanced Learners

- **Duration & Frequency:** 30 hours per semester, twice a year.
- **Participation:** estimated 20 CMs each semester.

- **Mode:** Online, individual (self-learning modules)
- **Content:** Short modules, Full language skill coverage, Specialized modules in security, defense, diplomatic, and NATO-related topics.
- **Account Access:** 20 weeks per semester as per NDC Academic Calendar (generally 1st semester is from Feb to Jul, 2nd semester is from Sep to Jan. A buffer of two weeks must be taken into account).

II. For Upper-Intermediate levels or below

- **Duration & Frequency:**
 - 30 hours per semester, twice a year as per NDC Academic Calendar provided by the NDC not later than two months before the beginning of each semester (generally 1st semester is from Feb to Jul, 2nd semester is from Sep to Jan. A buffer of two weeks must be taken into account). Any changes to the Academic Calendar will be notified up to one week in advance without any penalty
 - Normally, lessons will be concentrated in the first part of each semester based on the logic that the sooner the 30 hours are carried out the better.
- **Participation:** estimated 30 CMs each semester.
- **Mode:** in collective classrooms at NDC with teachers online (each classroom should have up to 10 CMs).
- **Schedule:** Lessons will be scheduled from 08:00 to 08:50.
- **Content:** Short modules, Full language skill coverage, Specialized modules in security, defense, diplomatic, and NATO-related topics.
- **Analytics:** Provide NDC with participant progress reports at the end of each DLT Upper-Intermediate or below.

3.B. French DLT, specific for the Senior Course members

- **Levels:** Beginner, Elementary, Intermediate, Upper-intermediate, Advanced.
- **Duration & Frequency:** 30 hours per semester, twice a year.
- **Participation:** estimated 30 CMs each semester.
- **Mode:** Online, individual (self-learning modules).

- **Content:** Short modules, Full language skill coverage, Specialized modules in security, defense, diplomatic, and NATO-related topics.
- **Account Access:** 20 weeks/semester as per NDC Academic Calendar (generally 1st semester is from Feb to Jul, 2nd semester is from Sep to Jan. A buffer of two weeks must be taken into account).

3.C. English DLT, specific for NATO Regional Cooperation Course (NRCC) members

- **Levels:** Beginner, Elementary, Intermediate, Upper-intermediate, Advanced.
- **Duration & Frequency:** 20 hours per semester, twice a year.
- **Participation:** estimated 30 CMs each semester.
- **Mode:** Online, individual (self-learning modules).
- **Content:** Short modules, Full language skill coverage, Specialized modules in security, defense, diplomatic, and NATO-related topics.
- **Account Access:** 8 weeks per semester as per NDC Academic Calendar (generally 1st semester is from Feb to Apr, 2nd semester is from Sep to Nov. A buffer of one week must be taken into account).
- **Implementation** TBD after first iteration.

4. Flexibility and other essential requirements

As an integral part of the requested service, the bidder shall ensure that the following requirements will be satisfied during the delivery of the service:

- Provide a dedicated Point of Contact (POC) for the NDC, with full and reactive availability via phone and email and, where appropriate or needed, for meetings in VTC or in person;
- Provide (or be able to develop) short modules, full language skill coverage and specialized modules in security, defense, diplomatic, and NATO-related topics, both for the self-learning online modules and for the online training in collective classrooms;
- Provide only native speakers language teachers for collective classrooms;
- Provide NDC with participant progress reports, when requested;
- Provide NDC with Certificate of attendance upon completion of each course..

Moreover, the following flexibility shall also be granted:

- Be ready to adjust the program after the first iteration based on participants' feedback and NDC requirements;
- Be ready to accommodate, without penalties, any unforeseen changes (in terms of days and/or time) to the agreed calendar as long as they are communicated by the NDC up to one week in advance;
- Guarantee the continuity of the lessons in collective classrooms at the NDC by providing imminent replacement of last-minute unavailable teachers, as and when needed, and without extra costs for the NDC.

5. Contract duration, terms and conditions

This is a 3-year Framework Procurement Action for the subsequent release of Indefinite-Quantity Contracts for the supply of language training activities for the NATO Defense College (NDC).

The NDC will subsequently sign a bilateral Indefinite-Quantity Contract with the awarded bidder having submitted their 'best value' offer. The Indefinite-Quantity Contract will be for a duration of 3 years, from the date of awarding until 31 December 2028. In the framework of the Indefinite-Quantity Contract, the NDC may release one or more Purchase Orders for a limited and defined duration, normally covering the duration of each language course or activity.

This Framework Procurement Action includes an estimate of the NDC requirements during the validity duration of 3 years. However, the NDC is obliged to order only its actual requirements. Therefore, each Indefinite-Quantity Contract (and related Purchase Orders) shall be managed on a demand-based procedure.

Neither the awarding of this Framework Procurement Action, or the signature of a subsequent Indefinite Quantity Contract, will engender a financial liability for the NDC. The latter is engendered only by the release of individual Purchase Orders in the framework of each Indefinite Quantity Contract for the delivery of one or more service packages.

Service packages are defined in detail in sections 1, 2 and 3 of this statement of work, and are summarised below:

- 1) Language Refresher Course (LRC);
- 2) Language Placement Test (LPT);
- 3) Daily Language Training (DLT) English, for senior course members (Advanced)
- 4) Daily Language Training (DLT) English, for senior course members (Upper-Intermediate levels or below)

- 5) Daily Language Training (DLT) French, for senior course members
- 6) Daily Language Training (DLT) English, for NATO Regional Cooperation Course (NRCC) members

The Economic Offer shall be presented by filling in Annex D of this procurement action, and shall be disclosed for each service package, one amount per package, based on the format and estimates detailed in sections 1, 2 and 3.

One service package is to be considered as one iteration of the course or activity concerned by the service package. For instance, the Economic Offer for the LRC service package shall consider 1 iteration of LRC, i.e. 20 hours, estimated 50 participants in English and 10 in French, Online (self-learning modules).

6. First semester 2026 timeline

As per 2026 NDC Academic Calendar, in the first semester, courses must be available from the beginning of January 2026 as follows:

- LRC from 5 January to 8 February 2026;
- LPT from 9 February to 13 February 2026;
- All DLTs starting from 23 February 2026.

More specifically, the dates for the English DLT for Upper-Intermediate levels or below levels (to be held in collective classrooms at NDC with teachers online) are:

- 23 to 27 February,
- 02 to 06 March,
- 11 to 12 March,
- 30 March to 02 April,
- 13 to 17 April,
- 20 to 21 April,
- 18 to 22 May,
- 25 to 26 May

In general, a buffer of two weeks must be taken into account.

Any changes to the Academic Calendar will be notified by the NDC up to one week in advance and will need the bidder to adapt without any penalty.

II. ESSENTIAL CRITERIA FOR TECHNICAL COMPLIANCE

In order to be technically compliant, bidders have to provide evidence that they comply, or will comply at the time of service delivery, with the following requirements on top of the specific requirements and flexibility clauses already disclosed in this statement of work:

1. Provide learning platforms with clear instructions in English and French: the online platforms used by the students must allow navigation in both languages;
2. Provide evidence of past experience (at least one) in working for international organizations (e.g. NATO, UN, European Union), supported by references with positive assessment¹
3. Provide evidence of being active on the market since at least the last 3 years²
4. Provide evidence of previous experience (at least one) in dealing tests and assessments online with a large group (approximately 120 course members) simultaneously.³

III. QUALITATIVE ELEMENTS TO ASSESS THE BEST VALUE

Out of 100 scores, 70 scores will be granted to the compliant offer with the best price, and 30 scores will be distributed across the qualitative criteria.

The baseline for scoring the economic value will be the best offer received. Any offer costing more than the best offer, based on 5% regular ranges, will be granted less scores for the economic value.

The 30 scores for the qualitative assessment shall be granted based on the following 4 criteria :

¹ To be duly documented with written references and positive assessment signed by the hiring organisations.

² To be duly documented with official documentation disclosing date of creation of the business or financial turnover over the last 5 financial years.

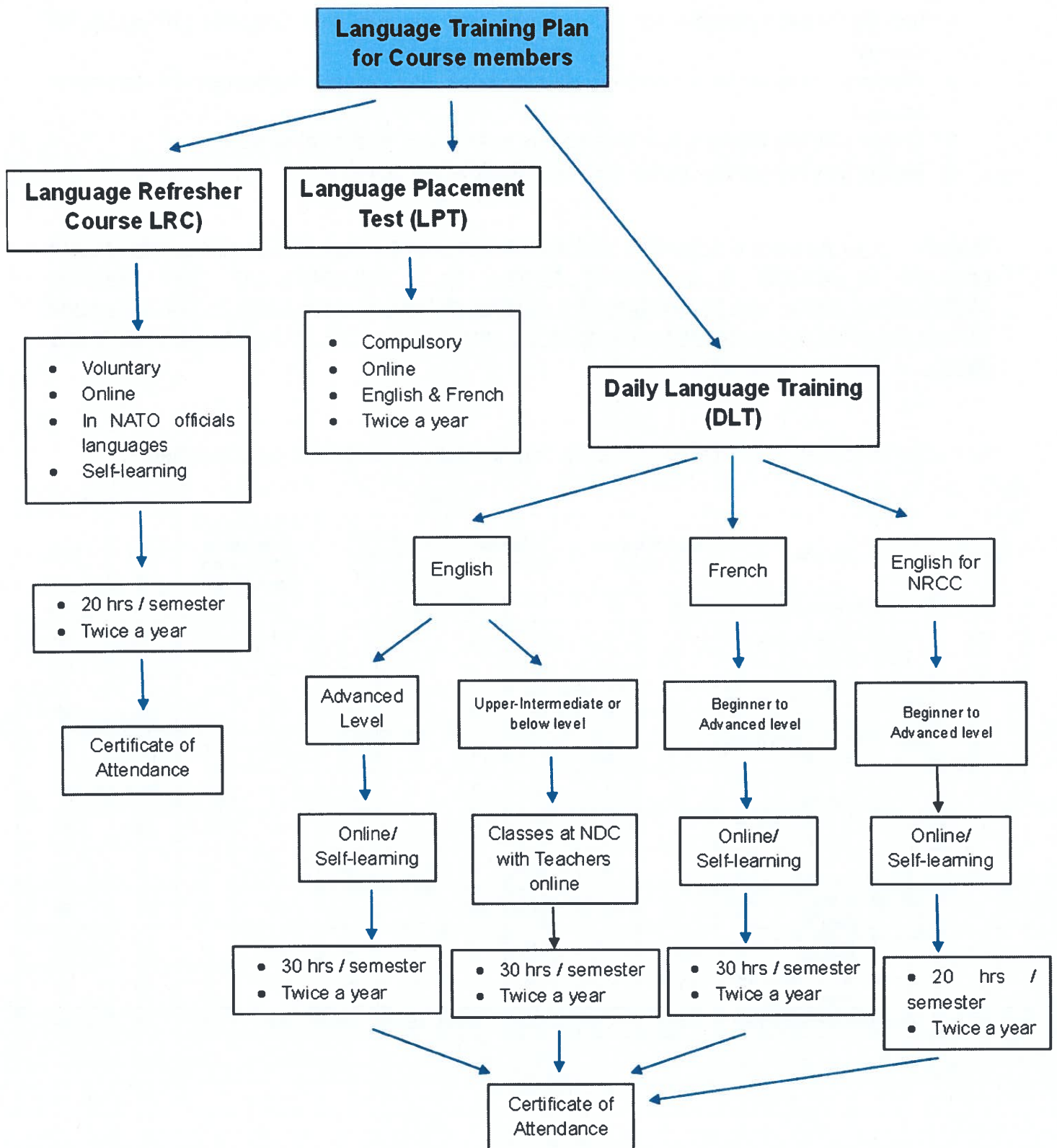
³ To be supported by evidence or self-declaration including name of the customers, period of service delivering and possible customers' outcomes/satisfaction.

1. Include native speakers for self-learning modules (different accents) (10 additional scores)
2. Previous experience in working with defense and military audiences (10 additional scores)
3. Online learning platform with instructions in Arabic (5 additional scores)
3. Mobile Device friendly course material (5 additional scores)

In order to evaluate the technical and qualitative compliance of the offer, bidders are required to provide a one-month access to a full demo of their learning platforms/solutions and to disclose the contact details of a dedicated POC who shall remain available for giving instructions to the award committee on how to navigate in the demo.

The scheme for assessing essential criteria and qualitative elements is disclosed below.

Price		Quality								Total	
Scores	Weight	1. Instructions in Arabic		2. Native speakers		3. Mobile Device friendly		4. Experience in working with military audiences		MIN	MAX
70	Best Price (BP)	5	0	10	0	5	0	10	0	70	100
65	Within 5% more than BP	5	0	10	0	5	0	10	0	65	95
60	Btw 5.1% and 10% more than BP	5	0	10	0	5	0	10	0	60	90
55	Btw 10.1% and 15% more than BP	5	0	10	0	5	0	10	0	55	85
50	Btw 15.1% and 20% more than BP	5	0	10	0	5	0	10	0	50	80
45	Btw 20.1% and 25% more than BP	5	0	10	0	5	0	10	0	45	75
40	Btw 25.1% and 30% more than BP	5	0	10	0	5	0	10	0	40	70
35	Btw 30.1% and 35% more than BP	5	0	10	0	5	0	10	0	35	65
30	Btw 35.1% and 40% more than BP	5	0	10	0	5	0	10	0	30	60
25	Btw 40.1% and 45% more than BP	5	0	10	0	5	0	10	0	25	55
20	Btw 45.1% and 50% more than BP	5	0	10	0	5	0	10	0	20	50
15	Over 50% more than BP	5	0	10	0	5	0	10	0	15	45





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ANNEX C TO NDC/2585 16/10/2025

DECLARATIONS OF COMPLIANCE

I undersigned _____, acting as
Legal Representative of the Company _____, declare
that my proposal is in full compliance with the following requirements:

1) Flexibility and other essential requirements as per Annex B Section I par 4. Please
select the criteria that are satisfied by your offer:

Provide a dedicated Point of Contact (POC) for the NDC, with full and reactive
availability via phone and email and, where appropriate or needed, for meetings in
VTC or in person;

Provide (or be able to develop) short modules, full language skill coverage and
specialized modules in security, defense, diplomatic, and NATO-related topics, both
for the self-learning online modules and for the online training in collective
classrooms;

Provide only native speakers language teachers for collective classrooms;

Provide NDC with participant progress reports, when requested;

Provide NDC with Certificate of attendance upon completion of each course.

Be ready to adjust the program after the first iteration based on participants' feedback
and NDC requirements;

Be ready to accommodate, without penalties, any unforeseen changes (in terms of days and/or time) to the agreed calendar as long as they are communicated by the NDC up to one week in advance;

Guarantee the continuity of the lessons in collective classrooms at the NDC by providing imminent replacement of last-minute unavailable teachers, as and when needed, and without extra costs for the NDC.

2) Essential Criteria for Technical Compliance as per Annex B Section II. Please select the criteria that are satisfied by your offer:

Provide learning platforms with clear instructions in English and French: the online platforms used by the students must allow navigation in both languages;

Provide evidence of past experience (at least one) in working for international organizations (e.g. NATO, UN, European Union), supported by references with positive assessment *(to be duly documented with written references and positive assessment signed by the hiring organisations)*;

Provide evidence of being active on the market since at least the last 3 years *(to be duly documented with official documentation disclosing date of creation of the business or financial turnover over the last 3 financial years)*;

Provide evidence of previous experience (at least one) in dealing tests and assessments online with a large group (approximately 120 course members) simultaneously *(to be supported by evidence or self-declaration including name of the customers, period of service delivering and possible customers' outcomes/satisfaction)*.

3) Qualitative criteria as per Annex B Section III. Please select the criteria that are satisfied by your offer:

Include native speakers for self-learning modules (different accents) (10 additional scores)

Previous experience in working with defense and military audiences (10 additional scores). Please provide details: _____

Online learning platform with instructions in Arabic (5 additional scores)

Mobile Device friendly course material (5 additional scores)

Qualitative criteria will be assessed by checking a **demo** to be provided by the bidders **with access available to 3 persons for 1 month**. Please provide here the link and the credentials to access the demo and a POC for getting guidance if needed:

_____ **ACCESS LINK:** _____

_____ **CREDENTIALS:** _____

On my honor I affirm that this statement is true.

Date _____

Name, Surname and Position in the Company

Signature _____



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ANNEX D TO NDC/2585 16/10/2025

ECONOMICAL OFFER FORM

The Economic Offer shall be presented by filling in Annex D of this procurement action, and shall be disclosed **for each service package**, one amount per package, based on the format and estimates detailed in sections 1, 2 and 3.

One service package is to be considered as **one iteration** of the course or activity concerned by the service package. For instance, the Economic Offer for the LRC service package shall consider ONLY ONE iteration of LRC, i.e. 20 hours course, estimated 50 participants in English and 10 in French, Online (self-learning modules).

SERVICE PACKAGES	COST PER PACKAGE
LANGUAGE REFRESHER COURSES (LRC) Estimated 50 attendees for English and 10 attendees for French Online (self-learning modules)	
LANGUAGE PLACEMENT TESTS (LPT) Estimated 110 attendees for English and 30 attendees for French Online language proficiency assessment	

DAILY LANGUAGE TRAINING (DLT) English for Advanced Learners Estimated 20 attendees Online, individual (self-learning modules)	
DAILY LANGUAGE TRAINING (DLT) English for Upper-Intermediate or below Learners Estimated 30 attendees Collective classrooms at NDC with teachers online (each classroom should have up to 10 attendees)	
DAILY LANGUAGE TRAINING (DLT) French for Beginner, Elementary, Intermediate, Upper-intermediate, Advanced Estimated 30 attendees Online, individual (self-learning modules)	
DAILY LANGUAGE TRAINING (DLT) for NRCC English for Beginner, Elementary, Intermediate, Upper-intermediate, Advanced Estimated 30 attendees Online, individual (self-learning modules)	

Place and date

Signature of the Legal Representative

A copy, not authenticated, of the valid identity document of the subscriber is attached to this declaration



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ANNEX E TO NDC/2585 16/10/2025

ACCEPTANCE OF CONDITIONS

I undersigned, _____
(name, title or position)

being duly authorized by:

Name of firm:

Address (Street and Nr.):

Town and Country:

I hereby certify that I have read all documents and conditions governing the invitation for bid at reference nr. NDC/2585 dated 16/10/2025.

I am also aware that the company I represent cannot – at any time and by any means – share, distribute or communicate on the information related to this Call for Tenders (and all technical documentation in support) with other entities unless authorized by NDC.

I agree that, in the event the company I represent will award a contract for supplying whole or part of the goods and/or services covered by this invitation for bid, the aforementioned conditions will be binding.

Place and date _____

Signature of the Legal Representative _____



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ANNEX F TO NDC/2585 16/10/2025

BID INSTRUCTIONS FOR SUBMITTING OFFERS

The bidders must comply with the following **formal conditions**:

1. The offers must be submitted in English only.
2. Offers must be sent by Registered Mail or directly delivered to NDC Central Registry.
The College's Central Registry Personnel is the only receiving agent authorized to issue a receipt when the offers arrive or to provide an official signature in the case of registered mail.
3. Tenders must be submitted exclusively on paper and must be placed inside **three sealed envelopes** (one outer envelope which contains two inner envelopes)
4. The outer envelope is to be sealed and shall:
 - a. indicate the name and address of the sender
 - b. clearly state the following information:

TENDER PROCEDURE:

**EXTERNAL SUPPORT FOR LANGUAGE TRAINING ACTIVITIES AT THE
NATO DEFENSE COLLEGE (NDC), ROME - ITALY.**

REFERENCE:

NDC/2585 16/10/2025

"TO BE OPENED BY PURCHASING & CONTRACTING OFFICER"

c. be addressed to:

NATO DEFENSE COLLEGE

Attn.: P & C Officer

Via Giorgio Pelosi, 1

00143 ROME, Italy

5. The two inner sealed envelopes will be made up of:

a. **One envelope containing the Economical Proposal**, including the following documentation:

- The Prices Offer (ECONOMICAL OFFER FORM – Annex D), filled in and signed by the legal representative of the company, with prices quoted in Euros using two decimal numbers. The price offer shall be valid until 31st December 2025.

b. **One envelope containing the Technical Proposal**, including the following documentation:

- i. **Technical offer:** it shall be a standalone document sufficiently detailed to ensure full and complete compliance with all requirements stated in the Statement of Work/Technical Specifications;
- ii. Declarations of Compliance (**Annex C** of the invitation letter) and relevant documentation to be provided in support, especially the following:
 - a. Evidence of past experience (at least one) in working for international organizations (e.g. NATO, UN, European Union), supported by references from the hiring organizations with positive assessment
 - b. Evidence of being active on the market since at least the last 3 years, to be supported by official documentation disclosing date of creation of the business or, alternatively, financial turnover over the last 3 financial years;

- c. Evidence of previous experience (at least one) in dealing tests and assessments online with a large group (approximately 120 course members) simultaneously, to be supported by evidence or self-declaration including name of the customers, period of service delivering and possible customers' outcomes/satisfaction;
 - d. Link and credentials for a Demo of the learning platform to be provided by the bidders with access available to 3 persons for 1 month. The Demo shall allow evaluators to assess the compliance with essential and qualitative criteria, and to understand the way how the platform and proposed solutions work (self-learning modules, collective classrooms, etc.).
- iii. Acceptance of Conditions (**Annex E** of the invitation letter);
 - iv. Declaration providing a **list of the bidder's main customers** over the last 3 financial years, and related contract value.

Whether the bidder cannot provide one or more of the aforementioned requested documents, it is necessary to submit an appropriate explanation and justification.

The inner envelopes are to be sealed and **shall clearly indicate whether it is the Economical or Technical proposals**, and should also indicate the **reference code of the Tender procedure**.

FAILURE TO COMPLY WITH ONE OR MORE OF THE ABOVE INSTRUCTIONS MAY DEAM THE OFFER NON-COMPLIANT AND THE QUOTATION NOT ELIGIBLE FOR CONTRACT AWARD.