


## REQUEST FOR PROPOSAL

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**To:** ALL BIDDERS

**CTBTO Ref. No.:** 2025-0133/SANZ 

(PLEASE QUOTE ON ALL COMMUNICATIONS)

**Tel. No.:** +43 (1) 26030-6350

**E-mail:** procurement@ctbto.org

**Date:** 17 September 2025

**Subject:** Provision of Aircraft Services for Preparatory Activities and Conduct of the Integrated Field Exercise, on a Call-Off Basis

**Deadline for Submission:** 30 Sep 25

**Vienna Local Time:** 17:00

The Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization (hereinafter referred to as the 'Commission') hereby invites you to submit a proposal that meets the requirements of the attached documents.

You are kindly requested to complete and return the acknowledgement form by email as soon as possible.

If you have any questions you should contact the email address indicated above.

Yours Sincerely,

Sally Alvarez  de Schreiner  
Chief, Procurement Services Section

## ACKNOWLEDGEMENT FORM

<b>Solicitation No:</b> 2025-0133	<b>Closing Date:</b> 30 Sep 25
<b>Title:</b> Provision of Aircraft Services for Preparatory Activities and Conduct of the Integrated Field Exercise, on a Call-Off Basis	<b>Vienna Local Time:</b> 17:00

**Procurement Staff:** Eileen Sanz

**CTBTO Req. No.:** 0010027596

Please complete 'A' or 'B' or 'C'  
and Return

### **WITHIN FIVE (5) DAYS**

THE PREPARATORY COMMISSION FOR THE  
COMPREHENSIVE NUCLEAR-TEST-BAN TREATY ORGANIZATION (CTBTO)

**by email to**  
procurement@ctbto.org

#### ***A: We shall submit our proposal***

By: \_\_\_\_\_  
(date)

Company Name: \_\_\_\_\_

Contact Name: \_\_\_\_\_

Email/Tel: \_\_\_\_\_

#### ***B: We may submit and will advise***

By: \_\_\_\_\_  
(date)

Company Name: \_\_\_\_\_

Contact Name: \_\_\_\_\_

Email/Tel: \_\_\_\_\_

#### ***C: We will not submit a proposal for the following reason(s)***

- \_\_\_ our current workload does not permit us to take on additional work at this time;
- \_\_\_ we do not have the required expertise for this specific project;
- \_\_\_ insufficient time to prepare a proper submission;
- \_\_\_ other (please specify) \_\_\_\_\_

Company Name: \_\_\_\_\_

Contact Name: \_\_\_\_\_

Email/Tel: \_\_\_\_\_

## INSTRUCTIONS FOR PREPARATION AND SUBMISSION OF PROPOSALS

### 1. General

The Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization (the Commission) with its headquarters in Vienna is the International Organization mandated to establish the global verification system foreseen under the Comprehensive Nuclear-Test-Ban Treaty (CTBT), which is the Treaty banning any nuclear weapon test explosion or any other nuclear explosions. The Treaty provides for a global verification regime, including a network of 321 stations worldwide, a communication system, an International Data Centre and on-site inspections to monitor compliance with the Treaty. More information can be found on the Commission's website: [www.ctbto.org](http://www.ctbto.org).

This Request for Proposal RFP 2025-0133 is for **“Provision of Aircraft Services for Preparatory Activities and Conduct of the Integrated Field Exercise, on a Call-Off Basis** (hereinafter referred to as the “Services” and/or the “Work”) as described in the attached Terms of Reference (“TOR”).

The Commission intends to establish a Call-Off Contract for the Services with the Contractor offering the Proposal that ‘most effectively satisfies the technical and operational requirements’ for this Request for Proposal (hereinafter referred to as the “RFP”). The Work will be called-off by the Commission under separate Formal Requests for Delivery (**FRD**), each detailing the requested Services respectively.

The Proposal shall meet all requirements stated in these Instructions and the Terms of Reference and be submitted in accordance with these Instructions for Preparation and Submission of Proposals. However, the Commission reserves the right to consider proposals with minor modifications or upgrades to the specifications.

### 2. Documents included in this Request for Proposal (RFP)

This RFP consists of the following documents:

- (a) Letter of Invitation
  - (b) These Instructions for Preparation and Submission of Proposals, including the Bidder's Statement and its Attachments:
    - Attachment 1: Procedure for submission of electronic offers in 2 sealed files
    - Attachment 2: Evaluation Criteria and Method
    - Attachment 3: Technical Compliance Matrix
    - Attachment 4: Price Schedule Form
  - (c) Statement of Confirmation
  - (d) Vendor Profile Form
  - (e) The Commission's Model Contract and its Annexes A and B:
    - The Commission's General Conditions of Contracts (Annex A) available at [Microsoft Word - CTBTO General Conditions of Contract 08-10-2021\\_final\\_clean.docx](#) and incorporated hereby by reference;
    - The Commission's Terms of Reference (Annex B);
- Note: In case of award the Proposal will be incorporated as Annex C to the contract.

### **3. Amendment of the RFP Documents**

At any time prior to the closing date for submission of Proposals, the Commission may, for any reason, modify the RFP documents by amendment. The Commission may consider extending the deadline in order to allow adequate time for considering the modifications in the preparation of the Proposal.

### **4. Language of the Proposal**

The Proposal and all correspondence and documents relating to it shall be in English.

### **5. Format and Submission of the Proposal**

The Proposal shall be typed, dated and signed by an official legally authorized to enter into contracts on behalf of your organization. The Proposal shall not contain any interlineation, erasures or overwriting except as necessary to correct errors, in which case such corrections shall be initialled by the authorized person(s) signing the Proposal.

**The Proposal shall be submitted electronically according to the attached “PROCEDURE FOR SUBMISSION OF ELECTRONIC OFFERS IN 2 SEALED FILES”.**

**Proposals sent by regular e-mail, unless clearly submitted as electronically sealed offers as indicated above and following the instructions outlined in the attached instructions will not be considered and may lead to the rejection of the offer.**

The Proposal shall be received not later than the closing date and time indicated in the Letter of Invitation.

### **6. Request for Clarifications and Contacting the Commission**

The Commission will issue clarifications, if required. Bidders are requested to e-mail any questions pertaining to this RFP as soon as possible after receipt of the solicitation documents, but in any case no later than 7 business days prior to the Closing Date. No requests for clarifications will be entertained after this time. Questions will only be accepted via e-mail and should be sent to:

E-mail: [procurement@ctbto.org](mailto:procurement@ctbto.org)

Subject: Request for Clarifications RFP No. 2025-0133/SANZ

The Commission will make all reasonable efforts to issue the clarifications not later than 5 business days prior to the Closing Date.

Except in the case of responding to an RFP clarification, no bidder shall contact the Commission on any matter relating to the Proposal after its submission and until the award of the Contract. Any attempt to influence the Commission in its evaluation of the Proposal or the award decision may result in rejection of the Proposal.

### **7. Eligible Goods and Services**

The goods and services to be rendered under the Contract shall have their origin in the States Signatories of the Comprehensive Nuclear-Test-Ban Treaty (CTBT) a list of which is available in

the CTBTO website at [www.ctbto.org](http://www.ctbto.org) under [Status of Signatures and Ratifications | CTBTO](#). For purposes of this paragraph, "the origin" means the place from where the materials, goods and/or from which the services are supplied.

## **8. Type of Contract and Payment**

The Commission intends to conclude a firm fixed unit price Call-Off Contract, based on the Commission's Model Contract attached hereto. The terms and conditions of payment are provided in the attached Model Contract.

## **9. Content of the Proposal**

The Proposal shall contain, but not necessarily be limited to, the information described below.

The Proposal shall be composed of the following separate parts:

- I. **Technical Proposal;** and
- II. **Financial Proposal;**

providing, but not limited to, the following information:

### **PART I: TECHNICAL PROPOSAL**

Please state the reference number and the date of this RFP in the Proposal and any correspondence relating to it.

No pricing/financial information shall be included in the Technical Section of the Proposal. Note however that the list/catalogue of the shall also be included in the Technical Section of the Proposal.

Bidders are required to complete and follow *Attachment 1: Part II - Technical Compliance Matrix* provided as part of Instructions for Preparation and Submission of Proposals.

### **Point of Contact**

The Proposal shall state the contact details and address (name, telephone and fax numbers, and e-mail address) of the person/point of contact in your company dealing with this RFP.

### **Bidder's Statement, Statement of Confirmation and Vendor Profile Form**

The attached Bidder's Statement, Statement of Confirmation and Vendor Profile Form shall be duly filled-in, signed and submitted together with the Proposal.

### **Description of Services, Minimum Content and Compliance Matrix for Technical Proposal**

An explanation of the bidder's understanding of the services to be provided and an overall preliminary operational plan for the execution of the services following the attached Minimum Content and Mandatory Requirements of the Technical Proposal and including the Technical Compliance Matrix, all provided in Attachment 1.

The Commission reserves the right to consider proposals with minor modifications or upgrades to the specifications. In the event that a bidder cannot provide a service meeting the specified criteria, bidders may submit a quotation for a similar, alternative service, indicating the variation from those stated in the Terms of Reference.

The Proposal shall also provide any other relevant issue which the bidder would like to bring to the attention of the Commission whether or not having cost implications.

### **Qualifications**

Documentary evidence of the bidder's qualifications to provide the Services, which shall establish to the Commission's satisfaction that the bidder has technical capability necessary to perform the Contract and other necessary ongoing services as required in compliance with all the requirements and qualifications set forth in the Terms of Reference (see Attachment 1 to this RFP – Technical Compliance Matrix).

### **Commission's Inputs**

A description of the expected inputs/resources to be made available by the Commission and at what stage of the services

### **Personnel**

Curriculum vitae of key personnel proposed for this contract, including technical experience to perform the Work.

Please note that it is the bidder's responsibility alone to obtain **work permits or visa or similar** for the personnel proposed to implement this project. The Commission will make no effort nor accept any responsibility for obtaining work permits or visa or similar for the Contractor's personnel.

### **Use of former Preparatory Commission for the CTBTO ("Commission") employees in the preparation of Quotations:**

A bidder must not, in the absence of prior written approval from the Commission, permit a person to contribute to, or participate in, any process relating to the preparation of a Quotation or the procurement process if the person:

- a. At any time during the 12 months immediately preceding the date of issue of the Solicitation was an official, agent, servant or employee of, or otherwise engaged by the Commission;
- b. At any time during the 24 months immediately preceding the date of issue of the Solicitation was an employee of the Commission personally engaged, directly or indirectly, in the definition of the requirements, project or activity to which the Solicitation relates.

### **Sub-Contractors**

The Proposal shall include names, legal status, address and qualifications of subcontractor(s), if any, involved in the Project and the scope of the subcontracted services. The bidder shall provide a statement that its organization shall be fully responsible for the performance of sub-contractors. All sub-contractors shall be legally established in one of the CTBT States Signatories. The list is available on the CTBTO website at [www.ctbto.org](http://www.ctbto.org) under [Status of Signatures and Ratifications | CTBTO](#).

### **References**

- 1) Potential bidders shall include a minimum of 3 client references with their offer.

- 2) If after reasonable efforts, the Commission is unable to contact the client references provided by the bidder, the Commission may take the decision not to further consider the offer provided by the bidder.

## **PART II: FINANCIAL PROPOSAL**

- (a) The Proposal shall provide bill of quantities for all requirements set forth in the attached Terms of Reference using the using **Attachment 4 (Price Schedule Form)** as applicable, attached to these Instructions for Preparation and Submission of Proposals. All individual costs shall be stated in EURO or US Dollars.

In presenting the cost for each item, adequate justification and calculation must be included in the cost. Note that clear and detailed explanations would enable us to evaluate the Proposal promptly and proceed with fewer requests for clarifications/justifications in a later stage. This is also a factor influencing the decision for Contract award.

In principle the Commission is exempt from taxes. Since the arrangement under which such exemption is respected varies from country-to-country, the selected bidder will be informed by the Commission whether tax exemption will occur at source or whether taxes paid by the selected bidder will be reimbursed by the Commission upon submission of the original supporting documentation.

### For European Union (EU) Companies

The price quoted shall be net of Taxes. All applicable Taxes payable by the selected bidder at the conclusion or implementation of the Contract in respect of the goods/services shall be quoted separately or separately identified on the Proposal together with information on the nature of the Tax and its method of calculation. Due to the VAT exemption applicable to the Commission, no VAT will be charged to the Commission by the EEC Suppliers under the Contract (Ref. EU VAT Council Directive 2006/112/EC, Article 151).

### For Non-EU Companies

The price quoted shall be net of Taxes. All applicable Taxes payable by the selected bidder at the conclusion or implementation of the Contract in respect of the goods/services shall be quoted separately or be separately identified on the Proposal together with information on the nature of the tax and its method of calculation. For deliveries to Vienna, Austria, and due to the tax exemption at source applicable to the Commission, no Taxes shall be charged to the Commission under the Contract.

## **10. Completeness and Correctness of the Proposal**

The Commission reserves the right to verify all information furnished in the Proposal through a source of its choice. Any inaccurate information so given may lead to the rejection of the Proposal.

## **11. Evaluation of the Proposal**

- (a) The Commission will conduct the evaluation based on the criteria and method specified in Attachment 2 “Evaluation Criteria and Method”.

- (b) The Commission reserves the right, as it deems appropriate, to award to a single bidder, to award to multiple bidders in any combination or not to award to any of the bidders as a result of this RFP.

## **12. Correction of Errors**

The Commission will check the Proposal for any arithmetic errors. If there is a discrepancy between the unit price and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail and the total price shall be corrected.

## **13. Validity of the Proposal**

The Proposal shall be valid for 90 (ninety) days after the deadline for its submission to the Commission, unless an extension of validity has been requested by the Commission.

## **14. Negotiations of the Proposal and Award**

The Commission reserves the right to request clarifications on the Proposal and to enter into negotiations regarding technical or commercial aspects of the Proposal before awarding the Contract under this RFP. If and when the Proposal, including any amendment resulting from such negotiations, is fully agreed, the Commission will notify the bidder in writing.

## **15. Modification and Withdrawal of the Proposal**

Bidders may modify or withdraw their Proposals after its submission, provided that written notice of the modification or withdrawal is received by the Commission by the closing date for the submission of the Proposal. The Proposal may not be modified subsequent to the closing date.

## **16. Right to Vary Requirements at the Time of Award**

At the time of award of the Contract, the Commission reserves the right to vary the quantity of services by up to a maximum of twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

## **17. The Commission's Right to Reject the Proposal**

The Commission reserves the right to accept or reject the Proposal or to annul this procurement process at any time prior to award without having to inform the affected party of the grounds therefore, without thereby incurring any liability to the affected party.

## **18. Costs of preparation and submission of the Proposal**

Bidders shall bear all the costs associated with the preparation and submission of Proposal and the Commission will not be responsible or liable for those costs, regardless of the outcome of this RFP.

## **19. Proprietary Information**

All documentation and information contained in this RFP are proprietary to the Commission and shall not be duplicated, used or disclosed –in whole or in part- for any purpose other than to evaluate



them and respond to the Commission's RFP or otherwise without prior written agreement of the Commission.

<b>BIDDER'S STATEMENT</b> <b>PLEASE FILL THIS FORM &amp; SUBMIT WITH THE PROPOSAL</b>	
Delivery Time:	
Warranty period applicable (it shall be for a <b>minimum of 24 months</b> , starting from the acceptance of the goods/services by the Commission) – please tick below:  For a two year period <input type="checkbox"/> For a period of.....	
Quantity discount and early payment discount (if any):	
Include documentary evidence of qualifications to perform the order, which shall establish to the Commission's satisfaction that the bidder has the financial, technical and production capability necessary to perform the order in its entirety and to provide spare parts and other necessary on-going services as required.  Included in this Proposal : Yes <input type="checkbox"/> No <input type="checkbox"/>	
<b>Confirmation that the bidder has reviewed the Commission's Model Contract and General Conditions of Contract and agreed to all terms and conditions.</b>  <div style="text-align: center;">             Yes <input type="checkbox"/>                      No <input type="checkbox"/> </div>	
Remarks:	
Name:  Name & Title of Contact Person:  Signature & date:	

## Attachment 1

### **“Procedure for Submission of Electronic Offers in 2 Sealed Files”**

The Commission invites you to submit your sealed offer (Bid, or Proposal) in response to the solicitation forming part of this request.

**Please be sure to follow the instructions below very carefully, so that the documents you submit are encrypted, and cannot be opened without an encryption key (password). If the documents are not encrypted, they will not be accepted as part of this tender process.**

#### **CRITICAL INFORMATION:**

Create separate zip files for the technical offer and the financial offer (labelling them clearly in the title) with different encryption keys. Instructions for how to do this are provided below.

**Step 1: You provide the encryption key (password) for the *Technical Offer only* (in accordance with the below instructions)!**

**Step 2: After the Commission has performed the evaluation of the Technical Offer, if your Technical Offer is considered to be acceptable, the Commission will request the encryption key (password) for the Financial Offer you have already submitted by the tender Deadline.**

Should you have any questions, please send an email to [procurement@ctbto.org](mailto:procurement@ctbto.org).

**We recommend that you leave yourself plenty of time to complete the below process (including getting any necessary assistance from the Commission), as late offer will not be accepted.**

#### **INSTRUCTIONS:**

1. In a **WINDOWS** environment, one way of meeting the requirements is as follows.

We recommend using the open-source, free software **7-zip**, but if you are comfortable with other tools, the result should be the same, as long as you can apply encryption to the archive. In the below, we'll use 7-zip as an example. (You can download the 7-zip code for Windows at: [7-zip.org](http://7-zip.org))

2. In **LINUX** environment, you can use, for instance, “sha1sum” on the command line.

## Creating the archives for submission

Regardless of whether the offer is a single file, or a collection of files, the files are easier to manage if delivered as a single, compressed file. Compressing the archive is a common way to meet size limitations in email systems.

As an example of how to submit your offer in the required format: assuming you are supplier “SOFTCOMP” and have the following files related to the offer for “RFP 2020-0010/EDWALD”. (*You will need to replace these elements with the real information for your actual offer in line with the relevant Instructions for Preparation and Submission of Proposals/Bids.*) Assuming further that you have installed the 7-zip software on the Windows system you are using.

We will only go through the creation of the Technical Offer (Proposal/Bid) component; the Financial Offer (Proposal/Bid) component is similar.

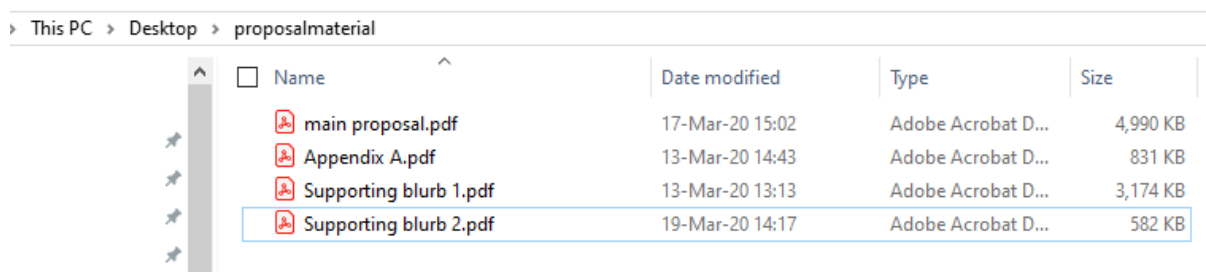


Figure 1 An example set of files to be submitted

Select the four files and right-click; a Dialog box pops up, with one of the options being “7-ZIP >”. Hover your cursor over the “>” part and a few more options appear, select the “Add to archive” option.

Another dialog box pops up (see ‘Figure 2, Creating an Archive’, next page):

Using the standard Windows methods, select a suitable location for the archive (if you don’t change it, the archive gets created right where the selected files are), and give it a name in the form of: “SOFTCOMP-2020-0010-EDWALD-TECHNICAL-BID”, of course replacing all the elements with the true values for the offer in question: the actual company indicator, and the actual RFP/ITB identification string. Note that it is not possible to put a slash “/” in the file name, and therefore put a dash “-” instead. Leave the file extension “.zip” as is.

Leave all the other settings as is, except: **add a password to the encryption** (see figure 2 below). This is done by typing the same password (of your choosing) twice in the two text fields in the lower right hand corner.

***Make a note of this password. You must choose different passwords for the two zip archives, that is, the Technical and the Financial Proposal/Bid.***

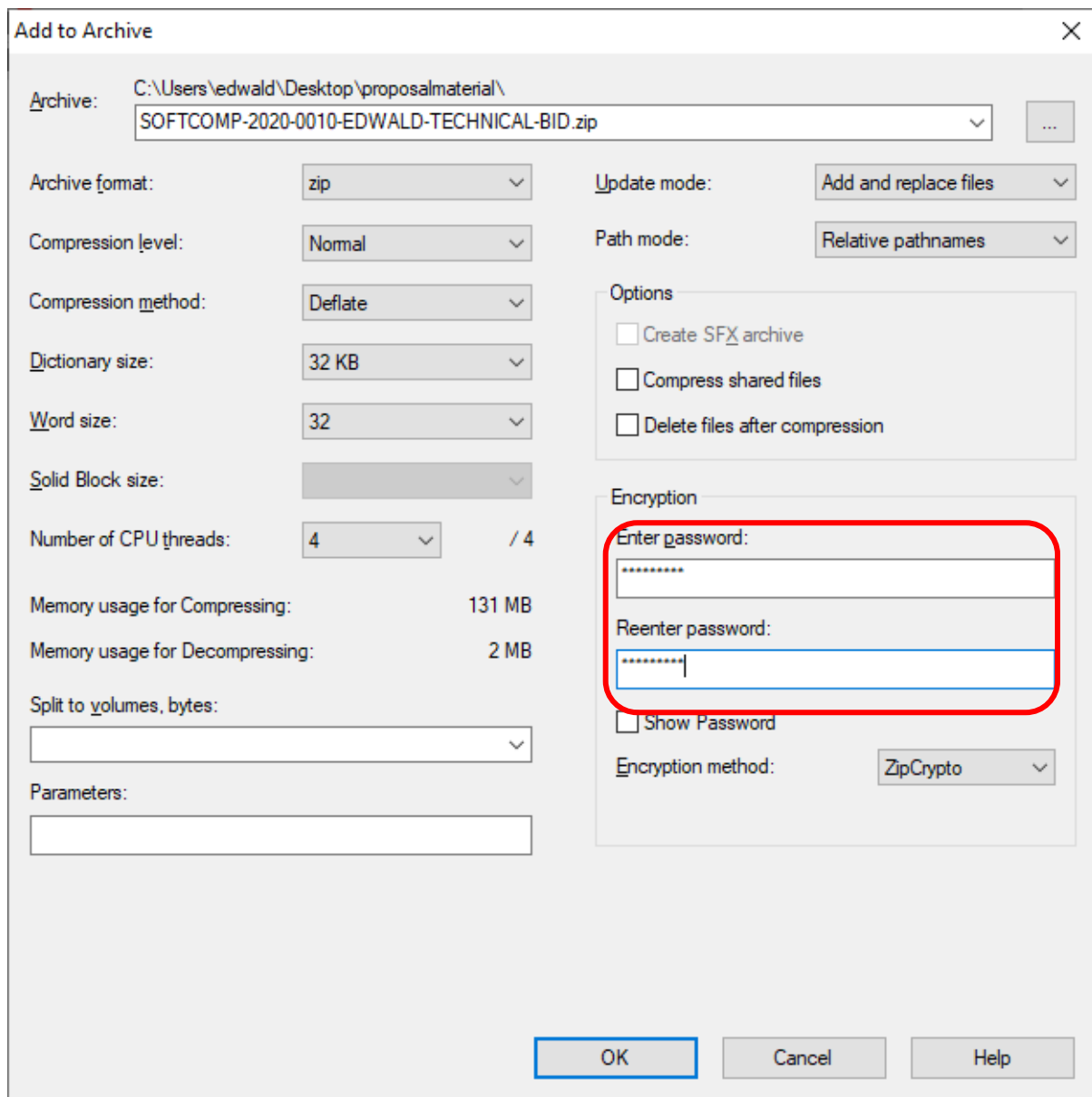


Figure 2 Creating an Archive

Now, we seek the “SHA1 Hash”, and electronic fingerprint of the archive you have just created. The hash is a string calculated from your file(s) and can be used to guarantee that the file has not been modified since you created it. Any change to the file will result in a different hash value.

There are many ways of calculating this; two common options are described below.

If the appropriate functionality is available in your Windows environment: Select the compressed archive in the Windows file manager, (eg. SOFTCOMP-2020-0010-EDWALD-TECHNICAL-BID.zip) and right click. One of the options to select is “CRC SHA >”. Hovering over the “>” brings a few more options to light, select the **SHA-1** option. A smaller dialog pops up: (see Figure 3, SHA1 below).

Clicking Ctrl-C grabs the contents of this box. You can close the box after copying the contents. (You can paste the contents into a mail message, for instance.)

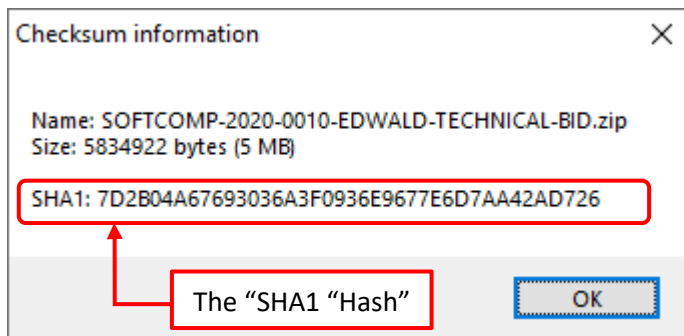


Figure 3 SHA1

If this CRC SHA function is not available by 'right-click' on your Windows version, you can also do this from 'the command line', a slightly more complicated way. Open a CMD window (see sidebar below), move to the folder where your archive is, and execute the command: `"certutil -hashfile SOFTCOMP-2020-0010-EDWALD-TECHNICAL-BID.zip sha1"` where you obviously replace the name of the file with your real file name. The output of this command is the SHA1 "hash". You can copy-and-paste the string for use in the email (below).

Sidebar: How to open a CMD window in Windows:

The way to open a Command window (or 'terminal') depends on the version of Windows you have. The different methods are very clearly described in the following article, but a quick internet search will find multiple descriptions.

<https://www.lifewire.com/how-to-open-command-prompt-2618089>

Finally,

1. Create a new email, Subject: example- "SOFTCOMP-2020-0010-EDWALD". Add the two compressed archives, that is, the Technical Offer and the Financial Offer archives as attachments. The text of the email should contain the SHA1 information for both archives.  
**SEND THIS TO:** [sealed\\_bids@ctbto.org](mailto:sealed_bids@ctbto.org) (note that there is an underscore "\_" between "sealed" and "bids"). (Should the email become larger than your mail system allows, you can try sending the two archives in separate emails. Take care to include the right SHA1 information with each file.)
2. Create a new email, Subject: example- "SOFTCOMP-2020-2010-EDWALD-Technical Offer" the contents of which must contain the Encryption Key for the Technical Offer (the password

you used when creating the Technical Offer). (Again, note the underscore between 'bid' and 'keys'.)

**SEND THIS TO:** [bid\\_keys@ctbto.org](mailto:bid_keys@ctbto.org)

**IMPORTANT NOTE:** As stated above, only send the Encryption Key for the Technical Offer to the [bid\\_keys@ctbto.org](mailto:bid_keys@ctbto.org) mailbox when sending your Technical and Financial Offer to the [sealed\\_bids@ctbto.org](mailto:sealed_bids@ctbto.org) mailbox. You shall only send the Encryption Key for the Financial Offer to the Commission if and when informed by the Commission that your Technical Offer had been evaluated as "technically acceptable".

The Financial Offer Encryption Key will need to be provided by you to the same e-mail ([bid\\_keys@ctbto.org](mailto:bid_keys@ctbto.org)) within 48 hours of the Commission's request, clearly marked in Subject: Encryption Key for (example): "SOFTCOMP 2020-2010 EDWALD-Financial Offer". If your Offer is not considered "technically acceptable", the Commission will not request an Encryption Key for your Financial Offer, and it will remain unopened.

As mentioned above, should you have questions or difficulties, please send an e-mail to [procurement@ctbto.org](mailto:procurement@ctbto.org).

**We recommend that you leave yourself plenty of time to complete the above process (including getting any necessary assistance from the Commission), as late offers will not be accepted.**

## Attachment 2- Evaluation Criteria and Method

### RFP 2025-0133 Provision of Aircraft Services for Preparatory Activities and Conduct of the Integrated Field Exercise, on a Call-Off Basis

Ref No. in TOR	1. QUALIFICATION REQUIREMENTS (1st stage)	PASS/FAIL
4.1	Operate airframes compatible with the equipment configurations set out requirements specified under ToR 1.3 - table 1 and 2	PASS/FAIL
4.2	Airframes are fully certified for air operations at the time of operation, such as Certificate of Airworthiness issued (or accepted) by the Namibia Civil Aviation Authority (NCAA)	PASS/FAIL
4.3	Operate airborne services from Eros Airport, Windhoek during field tests.	PASS/FAIL
4.4	Operate airborne services from Walvis Bay International Airport during IFE26.	PASS/FAIL
4.5	Operate from a site that has hangar space for the installation of equipment configurations set out under ToR 1.3 -table 1 and 2.	PASS/FAIL
4.6	Facilitate the installation of equipment configurations and ensure that configurations are powered from aircraft power.	PASS/FAIL
4.9	Provide a ground power unit to airframes to test equipment configurations prior to flight.	PASS/FAIL
4.10	Provide safety briefings prior to air operations.	PASS/FAIL
4.11	Agree for broadcast quality video to be recorded of the installation and operation of equipment configurations on the ground at the premises of the contractor.	PASS/FAIL
4.12	Provide briefing room for participants for up to 10 people at Windhoek and up to 15 people at Walvis Bay International Airport.	PASS/FAIL
4.13	Provide access to mains electricity to power and charge equipment.	PASS/FAIL
4.14	Provide secure storage within the grounds of the airport for commission equipment. The storage area, as a minimum, shall accommodate 10 euro-pallets.	PASS/FAIL
5.1	Possess current Part 135 Air Operator Certificate valid in the Republic of Namibia, regulated by the Namibia Civil Aviation Authority (NCAA)	PASS/FAIL
5.2	Air and ground crews are fully certified and current for the proposed airframes by ICAO recognized authority	PASS/FAIL
5.3	Provide an operator to facilitate the installation of the MAG configuration described in point 8 under Section 4 and demonstrate its operation,	PASS/FAIL
5.4	English-speaking engineer(s) available to support the certification of the equipment configurations as specified in the TOR.	PASS/FAIL

The technical proposals that have passed stage 1 of the technical evaluation process, will be evaluated against the evaluation matrix below

Ref No. in TOR	2. TECHNICAL REQUIREMENTS - 2nd stage	Points		
	Quality of the Proposal	Max Points	Factor	Weighted score
2	Extent to which all aspects of the TOR have been addressed in sufficient detail and clarity	5	2	10
2	Understanding of the Scope of Work and Service Requirements demonstrated in the offer	5	2	10
4.7	Facilitate processes related to the air-worthiness certification of the equipment configurations listed in tables 1 and 2, if required by the service provider or national regulations.	5	2	10
4.8	Proposal will be evaluated on their ability to provide a complete airborne magnetic configuration that will be made available for the Q1 2026 field test and for use during the IFE, as required under TOR 4.8.	5	1	5
7	Risk Management approach in addressing Section 7 of the ToR	5	1	5

	<b>TOTAL - Technical Evaluation</b>	<b>25</b>		<b>40</b>
	The minimum score to pass the technical evaluation is 24 .			

#### EVALUATION METHOD:

##### 1. Technical Evaluation:

The technical evaluation process will be done in two stages:

1) Stage 1: Technical proposals will first be evaluated against the mandatory requirements outlined in section 1 above, on a PASS/FAIL basis. Compliance with all mandatory requirements is required in order to pass stage 1 of the technical evaluation and to be further considered for stage 2 of the evaluation process;

2) Stage 2: The technical proposals that have passed stage 1 of the technical evaluation process, will be evaluated against the weighted criteria set forth in the evaluation matrix above.

In order to pass this stage, bidders must obtain at least 24 score in accordance with the scoring table indicated below:

Points	Scoring
0	Unsatisfactory - Response incomplete, inadequate and/or non-responsive to the criterion. Bidder does not clearly understand the criterion.
1 - 2	Weak - Does not meet the minimum technical, functional, or performance related criterion.
3	Good - Meets the minimum requirements of the criterion.
4	Very good - Exceeds the criterion in some areas.
5	Excellent - Exceeds the criterion in all areas.



## **2. Financial evaluation:**

Once the technical evaluation is finalized, the financial offers of the technically compliant bidders will be evaluated in accordance with the formula given below:

$X = \text{Max Available Points} * Y/Z$

Legend:

X= points to be assigned to the offer being evaluated

Y= price of the lowest priced, technically compliant offer

Z= price of the offer being evaluated

## **3. Award:**

The Contract will be awarded to the bidder who receive the highest combined score resulting from the technical and financial evaluations, subject to commercial and contractual acceptability. The weight of the technical and financial components is 60% and 40% respectively.

## ATTACHMENT 3 - MINIMUM CONTENT OF TECHNICAL PROPOSAL AND TECHNICAL COMPLIANCE MATRIX

### RFP 2025-0133/SANZ

#### **Provision of Aircraft Services for Preparatory Activities and Conduct of the Integrated Field Exercise, on a Call-Off Basis**

Bidders are requested to demonstrate compliance with the requirements and add any further information in support of their Proposal. Please refer to the relevant section of the Terms of Reference for further explanation of the requirements. The information provided will form an integral part of the technical evaluation process.

**Part II** of this document must be completed and returned as part of the Technical Proposal.

#### **Part I - Minimum Content of the Technical Proposal**

Item	Minimum content
<b>1. Executive Summary</b>	
	Provide an overview of the proposal
<b>2. Experience, Resources and Project Management</b>	
Corporate Profile and Values of the Contractor	<ul style="list-style-type: none"><li>• Brief background of the company, mission/vision, ownership, size, location, number of personnel by type profile, etc.</li><li>• Company business structure and its authority to execute all Work under the Contract.</li><li>• If a consortium, provide a clear explanation of the business relationship between the members and governance for the execution of this project.</li><li>• In case the Bidder requires the services of subcontractors, the Proposal shall include:<ul style="list-style-type: none"><li>a) Relationship of the Bidder's business to any subcontractor(s) that will be used.</li><li>b) Names, addresses, legal status, and qualifications of major sub-contractor(s) proposed by your organization.</li><li>c) The scope of work and nature of subcontracting.</li></ul></li></ul>
Corporate Experience	The Proposal should detail the Bidder's experience in executing services of similar scope and complexity. Valid requested certificates should be included in the proposal.
Requirements for the Contractor and personnel	The Proposal should address and describe all requirements spelled out under Section 4 and 5 of the Terms of Reference (ToR). At least 2 CVs of the proposed crew shall be provided.

Item	Minimum content
<b>3. Meeting the Requirements</b>	
Understanding of the ToR scope	Describe your understanding of the services that are to be provided under this ToR, detailing key assumptions that impact the Technical Proposal.
Technical Requirements	Provide technical specifications for the proposed airframes.
<b>4. Contractor's key staff</b>	
	Provide written confirmation that the Bidder understands and agrees to take responsibility for obtaining any Visa and/or work permits, which may be required to perform the Service under the Contract. The CTBTO does not sponsor work permits for contractors.
<b>5. Model Call-off Contract</b>	
	Provide a statement that the bidder has carefully reviewed the Model Call-off Contract and its Annexes and agrees with all its terms and conditions.

**Part II - Compliance Matrix – Please return duly filled-in together with the Technical Proposal**

Ref No. of ToR	Requirements <i>A section-by-section response to each section of the Terms of Reference is included in the Proposal</i>	Compliance		Indicate the section in your Proposal and ensure that it is sufficiently described in the Proposal
		Yes	No	
<b>2</b>	<b>Scope</b>			
2	The proposed airframes, collectively, must meet all equipment configuration and operational requirements specified in Tables 1 and 2 under point 1.3 of the TOR.			
<b>4</b>	<b>Requirements</b>			
4.1	Operate airframes compatible with the equipment configurations set out in Tables 1 and 2 under point 1.3 of the TOR			
4.2	Provide airframes that are fully certified for air operations at the time of operation such as Certificate of Airworthiness issued (or accepted) by the Namibia Civil Aviation Authority (NCAA).			
4.3	Operate airborne services from Eros Airport, Windhoek during field tests.			
4.4	Operate airborne services from Walvis Bay International Airport during IFE26.			
4.5	Operate from a site that has hangar space for the installation of equipment configurations set out in Tables 1 and 2.			
4.6	Facilitate the installation of equipment configurations and ensure that configurations are powered from aircraft power.			
4.7	Facilitate processes related to the airworthiness certification of the equipment configurations listed in Tables 1 and 2, if			

Ref No. of ToR	Requirements <i>A section-by-section response to each section of the Terms of Reference is included in the Proposal</i>	Compliance		Indicate the section in your Proposal and ensure that it is sufficiently described in the Proposal
		Yes	No	
	required by the service provider or national regulations.			
4.8	Make a full airborne magnetic configuration available for testing during the Q1, 2026 field test and for use during the IFE, Q3-Q4, 2026; the configuration, which shall be airworthiness certified, shall include a magnetometer with technical specifications in the range of standard instruments used for airborne magnetic surveys (such as the cesium Scintrex CS2 or Scintrex CS3 magnetometers or equivalent), mounting platforms, necessary cables and electronics, navigation equipment, integrating digital acquisition system and user displays, and access to the necessary software for setting up the configuration and processing the collected data.			
4.9	Provide a ground power unit to airframes to test equipment configurations prior to flight.			
4.10	Provide safety briefings prior to air operations.			
4.11	Agree for broadcast quality video to be recorded of the installation and operation of equipment configurations on the ground at the premises of the Contractor.			
4.12	Provide briefing room for participants for up to 10 people at Windhoek and up to 15 people at Walvis Bay International Airport.			
4.13	Provide access to mains electricity to power and charge equipment.			

Ref No. of ToR	Requirements <i>A section-by-section response to each section of the Terms of Reference is included in the Proposal</i>	Compliance		Indicate the section in your Proposal and ensure that it is sufficiently described in the Proposal
		Yes	No	
4.14	Provide secure storage within the grounds of the airport for Commission equipment. The storage area, as a minimum, shall accommodate 10 Euro-pallets.			
<b>5</b>	<b>Requirements for Contractor and personnel</b>			
5.1	Possess current Part 135 Air Operator Certificate valid in the Republic of Namibia, regulated by the Namibia Civil Aviation Authority (NCAA).			
5.2	Provide air and ground crews that are fully certified and current for the proposed airframes by ICAO recognized authority.			
5.3	Provide an operator to facilitate the installation of the MAG configuration described in point 8 under Section 4 and demonstrate its operation.			
5.4	Provide English-speaking engineer(s) to support the certification of the equipment configurations set out in Tables 1 and 2.			
<b>6</b>	<b>Organization of work</b>			
6.1	Within one (1) week of receiving the Request, the Contractor shall confirm via email whether they are able to perform the tasks as described in the required timeframe. The Contractor shall provide information in the form of a Work Plan.			
<b>7</b>	<b>Risk management</b>			

Ref No. of ToR	Requirements <i>A section-by-section response to each section of the Terms of Reference is included in the Proposal</i>	Compliance		Indicate the section in your Proposal and ensure that it is sufficiently described in the Proposal
		Yes	No	
7.1	The Contractor shall provide a comprehensive risk assessment plan and safety protocol at the commencement of the project, identifying potential risks that may affect the successful execution of the activities outlined in the TOR. Appropriate risk mitigation measures shall also be proposed.			
7.2	The risk assessment and mitigation plan shall be kept up to date throughout the project, with revisions aligned to the delivery of key milestones or significant achievements.			

#### Attachment 4 - Price Schedule Form

RFP 2025-0133 Provision of Aircraft Services for Preparatory Activities and Conduct of the Integrated Field Exercise, on a Call-Off Basis			
TOR	Description		USD/EUR __ (please specify the currency)
		Quantity	Unit Price
2-4	Day rate for sole use of an airframe, when no overflights are planned/conducted	1 Day	
2-4	Hourly rate for aircraft engineering support (per person per hour) for installation/removal of equipment	1 Hour	
2-4	Hourly rate for overflight	1 Hour	
2-4	Hourly rate (per person) for mechanical/electrical engineering design and fabrication work	1 Hour	
2-4	Hourly rate (per person) for support activities e.g., for certifying equipment.	1 Hour	
	<b>Other costs</b>	Please specify	
	Any other costs (e.g. positioning flight, please itemise, provide details and unit of measure.		

**\*Notes:**

- 1) For each item, enter the unit price in the Unit Price (EUR or USD) column. Ensure that the price is in EUR or USD.
- 2) The rates indicated in the Price List shall be firm and fixed throughout the term of the Contract.
- 3) Please see the Instructions for Preparation and Submission of Bids about any applicable taxes



## STATEMENT OF CONFIRMATION

On behalf of (name of firm or organization): \_\_\_\_\_, I hereby attest and confirm that:

- a) The firm/organization possesses the legal status and capacity to enter into legally binding contracts with the Commission for the supply of equipment, supplies, services or work.
- b) The firm/organization is not insolvent, in receivership, bankrupt or being wound up, and not under administration by a court or a judicial officer, and that it is not subject to the suspension of its business or legal proceedings for any of the foregoing reasons.
- c) The firm/organization has fulfilled all its obligations to pay taxes and social security contributions.
- d) The firm/organization has not, and that its directors and officers have not, within the last five years been convicted of any criminal offense related to professional conduct or the making of false statements or misrepresentations as to their capacity or qualifications to enter into a procurement or supply contract.
- e) The Commission, in the event that any of the foregoing should occur at a later time, will be duly informed thereof, and in any event, will have the right to disqualify the firm/organization from any further participation in procurement proceedings.
- f) The firm/organization did not/will not attempt to influence any other bidder, organization, partnership or corporation to either submit or not submit a proposal/bid/quotation.
- g) The firm/organization will not, in the absence of a written approval from the Commission, permit a person to contribute to, or participate in, any process relating to the preparation of a Quotation/Bid/ Proposal or the procurement process if the person:
  - a. at any time during the 12 months immediately preceding the date of issue of the Solicitation was an official, agent, servant or employee of, or otherwise engaged by the Commission;
  - b. at any time during the 24 months immediately preceding the date of issue of the Solicitation was an employee of the Commission personally engaged, directly or indirectly, in the definition of the requirements, project or activity to which the Solicitation relates.
- h) Neither the organization/firm, its parent entities (if any), nor any of its subsidiary or affiliated entities (if any) have been identified on, or associated with any individual, groups, undertakings and entities identified on, the list established pursuant to the UN Security Council Resolution 1267 (Consolidated Sanctions List).<sup>1</sup>
- i) Neither the organization/firm, its parent entities (if any), nor any of its subsidiary or affiliated entities (if any) are subject to any form of sanction imposed by an organization or body within the United Nations System, including the World Bank.

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<sup>1</sup> The Consolidated United Nations Security Council Sanctions List can be found on the following website:  
<https://www.un.org/securitycouncil/content/un-sc-consolidated-list>

- j) Neither the organization/firm, its parent entities (if any), nor any of its subsidiary or affiliated entities (if any), is engaged in any practice inconsistent with the rights set forth in the Convention on the Rights of the Child, including Article 32 thereof, which, inter alia, requires that a child shall be protected from performing any work that is likely to be hazardous or to interfere with the child's education, or to be harmful to the child's health or physical, mental, spiritual, moral, or social development.
- k) Neither the organization/firm, its parent entities (if any), nor any of its subsidiary or affiliated entities (if any) will use the funds received under contracts/purchase orders with the Commission to provide support to individuals, groups, undertakings or entities associated with terrorism.
- l) The prices in the firm/organization's proposal/bid/quotation have been arrived at independently, without consultation, communication or agreement with any other interested companies, competitor or potential competitor with a view to restricting competition.
- m) The Commission shall have the right to disqualify the firm/organization from participation in any further procurement proceedings, if it offers, gives or agrees to give, directly or indirectly, to any current or former staff member of the Commission a gratuity in any form, an offer of employment or any other thing of service or value, as an inducement with respect to an act or a decision of, or a procedure followed by, the Commission in connection with a procurement proceeding.
- n) The Commission shall have the right to disqualify the firm/organization from participation in any further procurement proceedings if it does not disclose to the Commission any situation that may appear as a conflict of interest, and if it does not disclose to the Commission if any official or professional under contract with the Commission have an interest of any kind in the firm/organization's business or any kind of economic ties with the firm/organization.
- o) The firm/organization expressly agrees to abide by the United Nations Supplier Code of Conduct.<sup>1</sup>

Name (print): \_\_\_\_\_

Signature: \_\_\_\_\_

Title/Position: \_\_\_\_\_

Place (City and Country): \_\_\_\_\_

Date: \_\_\_\_\_

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<sup>1</sup> <https://www.un.org/Depts/ptd/about-us/un-supplier-code-conduct>

## VENDOR PROFILE FORM (VPF) – FOR PRODUCTS/SERVICES/WORK

1. Name of Company:		
2. Street Address:	3. Telephone:	
P.O. Box: City:	4. E-Mail:	
Zip Code: Country:	5. Website:	
6. Contact Person: <span style="float: right;">Title:</span>		
7. Legal Status (e.g. Partnership, Private Limited Company, Government Institution)		
8. Year Established:	9. Number of Employees:	
10. Gross Corporate Annual Turnover (US\$m)*:	11. Annual Export Turnover (US\$m)*:	
12. Type of Business/Products:    Manufacturer <input type="checkbox"/> Sole Agent <input type="checkbox"/> Supplier <input type="checkbox"/> Other <input type="checkbox"/> (please explain)		
13. Type of Business/Services/Work:    Engineering <input type="checkbox"/> Civil Work <input type="checkbox"/> Governmental Institution <input type="checkbox"/> Other <input type="checkbox"/> (please explain)		
14. References (your main customers, country, year and technical field of products, services or work): **		
15. Previous Supply Contracts with United Nations Organizations (over the last 3 years)**  <div style="display: flex; justify-content: space-between; margin-bottom: 10px;"> <span>Organization:</span> <span>Value in US\$ Equivalent:</span> <span>Year:</span> </div> <div style="display: flex; justify-content: space-between;"> <span>Organization:</span> <span>Value in US\$ Equivalent:</span> <span>Year:</span> </div>		
16. Summary of any changes in your company's ownership during the last 5 years:		

\* Please provide a copy of the most recent audited annual report and accounts. Note: Export includes services or work performed abroad or for foreign clients.

\*\* Please provide supplementary documentation on these items.

17. List of Products/Services/Work offered:

Product/Service/Work #	Product/Service/Work Description

18. This section shall be **signed and stamped** by an official legally authorized to enter into contracts on behalf of your organization:

Name:

Title:

Signature:

Date:

**Bank Details**

Bank Name:

Bank Address:

Exact Account Holder Name:

**Beneficiary Details**

Beneficiary Name:

(exactly as stated on bank statements)

IBAN:

(if applicable)

Account number:

SWIFT/BIC:

ABA/Sort Code:

**Additional Details** (if applicable)

Correspondent bank:

Correspondent account number:

Correspondent SWIFT/BIC:

Tax Identification Number:

**FOR CTBTO USE ONLY**

Evaluated By:

Initials

Date:

Updated By:

Initials

Date:

Remarks:

\* Please provide a copy of the most recent audited annual report and accounts. Note: Export includes services or work performed abroad or for foreign clients.

\*\* Please provide supplementary documentation on these items.

## **MODEL CONTRACT**

SAP No. XXXX

between

**THE PREPARATORY COMMISSION**  
**FOR THE COMPREHENSIVE NUCLEAR-TEST-BAN TREATY**  
**ORGANIZATION**

and

**NAME OF CONTRACTOR**

for

**Provision of Aircraft Services for Preparatory Activities and Conduct of the  
Integrated Field Exercise, on a Call-Off Basis**

This Contract comprises this cover page, a table of contents,  
10 (ten) pages of text, a signatories page, a List of Annexes and  
3 (three) Annexes (A to C)

(September) 2025

## Table of Contents

1. DEFINITIONS.....	2
2. AIM OF THE CONTRACT .....	3
3. ENTRY INTO FORCE AND DURATION OF THE CONTRACT .....	3
4. RESPONSIBILITIES OF THE CONTRACTOR .....	3
5. FORMAL REQUESTS FOR DELIVERY .....	3
6. STANDARD OF WORK.....	4
7. INSURANCE.....	4
8. WARRANTY .....	4
9. PERMITS, NOTICES, LAWS AND ORDINANCES .....	5
10. PROTECTION OF PERSONS AND PROPERTY .....	5
11. RESPONSIBILITIES OF THE COMMISSION .....	6
12. PRICES.....	6
13. PAYMENT TERMS .....	6
14. TEMPORARY SUSPENSION OF SERVICE .....	8
15. DELAYS AND EXTENSION OF TIME .....	8
16. CONTRACTOR'S CLAIMS AND REMEDIES .....	8
17. ENTIRE AGREEMENT .....	9
18. DISCREPANCIES.....	9
19. SEVERABILITY .....	9
20. NO WAIVER.....	9
21. CONTRACT AMENDMENT.....	9
22. TRANSMISSION OF NOTICES AND OTHER DOCUMENTS .....	10
23. EFFECTIVENESS.....	10
SIGNATORIES PAGE.....	ERROR! BOOKMARK NOT DEFINED.
LIST OF ANNEXES	12

# MODEL CONTRACT

This Contract is entered into between the **PREPARATORY COMMISSION FOR THE COMPREHENSIVE NUCLEAR-TEST-BAN TREATY ORGANIZATION** (hereinafter referred to as the “Commission”), having its office located at Wagramer Strasse 5, 1400 Vienna, Austria, and ..... (hereinafter referred to as the “Contractor”), having its principal office located at ..... (both hereinafter individually referred to as the “Party” and collectively as the “Parties”).

The Parties hereto mutually agree as follows:

## 1. DEFINITIONS

In this Contract, words and expressions shall have the same meanings as respectively assigned to them in the General Conditions of Contract and the Terms of Reference. In addition, the following words and expressions shall have the meanings hereby assigned to them:

“**Annex A**” means the Commission’s General Conditions of Contract.

“**Annex B**” means the Commission’s Terms of Reference.

“**Annex C**” means the Contractor’s Proposal.

“**Contract**” means this document, its Annexes, FRD and any further modifications or such further documents as may be expressly incorporated in this Contract by the Parties in accordance with Clause 21 (Contract Amendment) below.

“**Contractor**” means the legal entity named in the preamble of this Contract or its successors. The Contractor shall be the only interface for all matters pertaining to execution of the Work under this Contract.

“**FRD**” means a Formal Request for Delivery to be issued by the Commission specifying goods and/or services to be provided by the Contractor upon request by the Commission in accordance with the provisions of the Contract and Annexes B and C.

“**Party(ies)**” means the Commission and/or the Contractor, as the context requires.

“**Rule(s)**” means any regulation(s), official directive(s), ordinance(s), guideline(s), customs and practices.

“**Services**” means services provided by the Contractor under this Contract as requested by the Commission under FRDs.

**“Taxes”** shall mean all direct and indirect taxes (including value added tax, general sales tax or goods and services tax), assessments, fees, customs duties, liens and charges in as much as they are levied in conclusion or implementation of the Contract, including customs restrictions and charges of similar nature in respect of articles imported or exported for the Commission’s official use.

**“Work”** means all the Goods and/or Services to be provided by the Contractor, including its affiliates and/or subcontractors, in order to fulfil all its obligations under the Contract, and the remedying of any defects therein.

## **2. AIM OF THE CONTRACT**

The aim of this Contract is to provide Aircraft Services for Preparatory Activities and Conduct of the Integrated Field Exercise on a Call-Off Basis, as and when required by the Commission.

## **3. ENTRY INTO FORCE AND DURATION OF THE CONTRACT, COMMENCEMENT AND COMPLETION OF THE SERVICES**

- (a) The Contract shall enter into force upon the date of the last signature by the authorized Representatives of the Parties (hereinafter referred to as the **“Effective Date”**) and shall be valid until the Parties fulfill all their obligations hereunder.
- (b) The Commission shall have the right to call-off the Work in the form of FRDs within a period of 18 months from the Effective Date (hereinafter referred to as the **“Call-off Period”**). The commencement and completion date for the performance of the Work (hereinafter referred to as **“Commencement Date”** and **“Completion Date”**, respectively) will be set out in the respective FRD.

## **4. RESPONSIBILITIES OF THE CONTRACTOR**

- (a) The Contractor shall perform the Services as specified in Annex B and Annex C and the relevant FRD.
- (b) The Contractor shall provide qualified English-speaking personnel as necessary to perform the Work under this Contract. The key persons shall be available for possible tasks related to the Work throughout the duration of the Contract period. Any replacement of the key personnel shall be made in accordance with Clause 7 of Annex A.

## **5. FORMAL REQUESTS FOR DELIVERY**

- (a) During the term of the Contract, the Commission has the right, but not the obligation, to initiate performance of Services through the issuance of individual FRD based on the firm fixed unit



prices set out in Annex C. The Contractor shall not perform any Work if not requested by the Commission through FRD. However, the Contractor may propose FRD for Commission's evaluation.

- (b) The FRD issued by the Commission shall be the basis for acceptance, invoicing and payment of any Services performed by the Contractor.
- (c) The performance of Services shall be made in full in accordance with the respective FRD. Partial service performance of FRD will not be accepted and reimbursed without prior written agreement by the Commission.
- (d) The Services shall be performed at the place and within the approved Work Plan specified in the relevant FRD.
- (e) The Commission may revise FRD as and when it may deem necessary.
- (f) The Commission makes no commitment under the Contract to call-off any specific indicative quantities of the Services specified in Annex B.
- (g) The Commission may, from time-to-time, need to purchase Services that do not form part of the list of Services (i.e. itineraries) in Annex B and/or C to the Contract. To this end, the Commission may request from the Contractor a quote for Services that are not contained in Annexes B and/or C. The Contractor shall provide the quotation within three (3) days of the Commission's request. The Commission may issue FRDs in accordance with this Clause 5, which may include the Service/s in question. Such Services, which may be purchased through FRDs and which do not form part of Annexes B and/or C, shall henceforth be incorporated by reference into the list of prices in Annex C (hereinafter referred to as the "**List of Prices**"). The prices for such above mentioned services shall be firm and fixed from the date of issuance of the relevant FRD including such item(s) and henceforth remain valid in accordance with Clause 12 below and Annex C, until the expiry of the Contract.

## **6. STANDARD OF WORK**

The Contractor shall perform the Work in a workmanlike manner in conformity with standard professional practices, using qualified personnel and in strict accordance with the Contract. The Contractor shall furnish the highest skill and judgement and cooperate with the Commission, including all the Commission's consultants and agents, in best furthering the interests of the Commission and the aim of this Contract. The Contractor shall provide efficient business administration and supervision, and it shall perform the Work in the best way and in the most expeditious and economical manner consistent with the requirements of the Contract.

## **7. INSURANCE**

The Contractor shall provide appropriate insurance, as specified in Clause 9 of Annex A.

## **8. WARRANTY**

The provisions of Clause 28 of Annex A shall apply to the Work performed by the Contractor.

## **9. PERMITS, NOTICES, LAWS AND ORDINANCES**

- 9.1** The Contractor shall obtain and pay for all permits and inspections necessary for the proper execution and completion of the Service that are customarily obtained upon execution of this Contract and that are legally required at the time the Proposal is received by the Commission. This shall include, but not be limited to, work permits, visa, or similar documents.
- 9.2** The Contractor shall give all notices required by the nature of the Service.
- 9.3** If the Contractor notices that the Service or any part thereof required under this Contract is not in accordance with applicable laws and Rules, or with technical or safety standards, it shall promptly notify the Commission thereof in writing.

## **10. PROTECTION OF PERSONS AND PROPERTY**

- 10.1** The Contractor shall be responsible for initiating, maintaining and supervising all safety precautions and programmes in connection with the Service.
- 10.2** The Contractor shall take all reasonable precautions for the safety of, and shall provide all reasonable protection to prevent damage, injury and loss to:
- (i) all persons on the Commission's or the Station's premises, as applicable, who may be affected thereby.
  - (ii) property of the Commission or the Station, as applicable.
- 10.3** The Contractor shall give all notices and comply with all applicable laws and Rules bearing on the safety of persons and property and/or their protection from damage, injury and loss.
- 10.4** The Contractor shall be responsible for the prevention of accidents on the Commission's or the Station's premises, as applicable, during the execution of the Service.
- 10.5** In any emergency affecting the safety of persons or property, the Contractor shall promptly act to prevent threatened damage, injury and loss.
- 10.6** The Contractor shall promptly remedy all damage and loss to any property, referred to in sub-Clause 10.2 above, caused in whole or in part by the Contractor, any subcontractor, or anyone directly or indirectly employed by any of them, or by anyone for whose acts any of them may be liable and for which the Contractor is responsible under sub-Clause 10.2 above, except damage and loss attributable to the acts or omissions of the Commission or anyone directly or indirectly employed by it, or of anyone for whose acts the Commission may be

liable, and not attributable to the fault or negligence of the Contractor. The foregoing obligations of the Contractor are in addition to its obligations under Clause 9 of Annex A.

## **11. RESPONSIBILITIES OF THE COMMISSION**

The Commission shall designate members of its staff to act as points of contact for the Contractor to ensure that the Service is carried out in accordance with Annexes B and C and shall promptly notify the Contractor thereof. The Commission shall respond promptly to requests for information by the Contractor regarding the Service.

## **12. PRICES**

- (a) The Commission shall pay the Contractor, in consideration of the full and proper performance of its obligations under the Contract the amount specified in the FRD issued based on the firm fixed unit prices in Annex C and as may be also approved in a FRD (for items added by reference in accordance with Clause 5(g) above) (hereinafter referred to as the “**Prices**”), and shall exclude any applicable Taxes, fees, duties and charges owed by the Contractor in respect to the Services at the conclusion or implementation of this Contract.
- (b) The Prices shall be held firm and fixed for the entire duration of the Contract.
- (c) The Price shall cover all costs and expenses incurred by the Contractor for the full and proper performance of all relevant obligations under the Contract (allowances, management and remuneration of the personnel, national income tax, medical insurance, and social security contributions, etc.).
- (d) **[INDICATE APPLICABLE TAX]**. The Contractor shall be reimbursed by the Commission for such Taxes on the basis of actual amounts paid and duly documented by the Contractor as per Clause 13.2 (d) below.

**OR**

No Taxes are applicable under this Contract.

## **13. PAYMENT TERMS**

**13.1** For each FRD the Commission shall pay to the Contractor, in consideration of the full and proper performance of its obligations under the Contract, the relevant Prices. Upon satisfactory completion of each FRD the Contractor shall submit the following supporting documentation to the Commission for payment:

- (a) Original invoice submitted in accordance with sub-Clause 13.2(c) below reflecting the FRD amount;
- (b) Any other documentation that might be required under the applicable FRD;

[IF NO TAXES ARE APPLICABLE UNDER THIS CONTRACT, PARAGRAPH (c) BELOW SHOULD BE OMITTED.]

- (c) Documentation referred to in sub-Clause 13.2(d) below supporting any Taxes paid, if applicable.

### **13.2 General Payment Provisions**

- (a) The Commission shall make the payments to the Contractor on the basis of an invoice submitted by the Contractor. All payments shall be made within 30 (thirty) days of the receipt and acceptance of the original invoice, provided that the Work has been satisfactorily completed and has been accepted by the Commission.
- (b) The making of any payment hereunder by the Commission shall not be construed as unconditional acceptance by the Commission of the Work accomplished by the Contractor up to the time of such payment.
- (c) The Contractor shall submit an invoice electronically, from the Contractor's official e-mail address in PDF format, duly signed and sealed by the Contractor and submitted to the Commission's email address specified under Clause 22 below. Each invoice shall contain the Contract number (CTBTO and SAP numbers), detailed banking instructions, including the name and address of the Contractor's bank, account number, account holder's name and SWIFT, IBAN and/or ABA codes for payment by electronic transfer.

[IF NO TAXES ARE APPLICABLE UNDER THIS CONTRACT, PARAGRAPH (d) BELOW SHOULD BE OMITTED.]

- (d) Applicable Taxes payable by the Contractor and/or its subcontractor(s) in respect of the Work shall be invoiced separately or be separately identified on the invoice. Actual payment of the Taxes must primarily be supported by original documentation such as invoices, bank account statements, transfer orders, or receipts issued by the local tax or customs authorities. If submission of such original documentation is not possible for justifiable reasons, their copies could be accepted by the Commission provided that they are duly signed and certified by local tax or customs authorities. In case the currency in which the Taxes are levied is not the currency of the Contract, bank statements (or equivalent) showing the exchange rate used for

the conversion should be submitted to the Commission, in addition to any other supporting documentation.

#### **14. TEMPORARY SUSPENSION OF SERVICE**

The Commission may, at any time, temporarily suspend the Work, in whole or in part, being performed by the Contractor under this Contract by giving 30 (thirty) days' advance notice in writing to the Contractor. The Work so suspended shall be resumed by the Contractor on the basis of a revised time schedule and on terms and conditions to be mutually agreed upon between the Parties.

#### **15. DELAYS AND EXTENSION OF TIME**

**15.1** If the Contractor is delayed at any time in the progress of the Service by any act or omission of the Commission or by any of its employees, or by any other contractor employed by the Commission, or by changes in the Service ordered by the Commission, or by any causes beyond the Contractor's reasonable control, or by any other cause which the Commission determines may justify the delay, then the time for completion of the Service shall be extended by an amendment to this Contract in accordance with Clause 21 below for such reasonable time as the Commission may determine.

**15.2** Any request for extension of the time for reasons referred to in sub-Clause 15.1 above shall be submitted to the Commission not later than 20 (twenty) days after the commencement of the delay, otherwise said request shall be deemed to be waived. Such request shall state grounds for the delay and shall provide an estimate of the probable effect of such delay on the progress of the Service.

#### **16. CONTRACTOR'S CLAIMS AND REMEDIES**

In no event shall the Contractor make any claim against the Commission for or be entitled to additional costs or compensation resulting from any delays in the progress or completion of the Service or any portion thereof, whether caused by the acts or omissions of the Commission, including, but not limited to, damages related to overheads, loss of productivity, acceleration due to delay and inefficiency. The Contractor's sole remedy in such event shall be an extension of time for completion of the Service, provided the Contractor otherwise meets the requirements and conditions set forth in this Contract.

## **17. ENTIRE AGREEMENT**

This Contract represents the final agreement in respect of the Services and shall supersede all prior agreements and representations between the Parties in this respect. Annexes A to C and the FRD shall constitute integral parts of this Contract and shall be of full force and effect.

## **18. DISCREPANCIES**

If there are discrepancies or conflicts between any of the documents that are part of this Contract, the document to prevail shall be given precedence in the following order:

- (i) This document;
- (ii) The Commission's General Conditions of Contract (Annex A);
- (iii) The Commission's Terms of Reference (Annex B);
- (iv) The Contractor's Proposal (Annex C);
- (v) The relevant FRD.

## **19. SEVERABILITY**

If any term and/or provision of this Contract is or becomes invalid, illegal or unenforceable, the validity, legality and enforceability of the remaining provisions of this Contract shall not in any way be affected or impaired thereby.

## **20. NO WAIVER**

Failure by a Party to enforce a right shall not be deemed to be a waiver of that right unless otherwise expressly provided in this Contract.

## **21. CONTRACT AMENDMENT**

No modification of, or change in, this Contract, or waiver of any of its provisions, or additional contractual relationship with the Contractor shall be valid unless approved in the form of a written amendment to this Contract, signed by duly authorized Representatives of the Parties.

## **22. TRANSMISSION OF NOTICES AND OTHER DOCUMENTS**

Notices, invoices, reports and other documentation under the Contract shall be delivered or sent to the relevant Party at the following address (or such address or email address as the Party may substitute by notice after the date of the Contract):

- (a) The Commission:

For Contractual Issues:

*Procurement Services Section*

*Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO)*

*Vienna International Centre*

*Wagramerstrasse 5, P.O. Box 1200  
1400 Vienna, Austria  
Tel: + (43 1) 26030 6350  
E-mail: [procurement@ctbto.org](mailto:procurement@ctbto.org)*

For submission of invoices:

*Accounts Payable  
CTBTO Financial Services Section  
Vienna International Centre  
Wagramerstrasse 5, P.O. Box 1200  
1400 Vienna, Austria  
Tel: + (43 1) 26030 6292  
E-Mail: [Payable\\_Invoices@ctbto.org](mailto:Payable_Invoices@ctbto.org)*

For invoices and payments related enquiries:

[Payments@ctbto.org](mailto:Payments@ctbto.org)

(b) The Contractor:

*Name:*

*Address:*

*Tel:*

*Email:*

## **23. EFFECTIVENESS**

**23.1** Except as provided below, any communication in connection with the Contract will be deemed to be given as follows:

- (i) if delivered in person, at the time of delivery;
- (ii) if by registered mail or courier, when received;
- (iii) if by electronic communication, when retrievable by the Commission in document form.

**23.2** A communication given under sub-Clause 23.1 above that is received or becomes retrievable on a non-working day or after business hours at the seat of the Commission will only be deemed to be given on the next working day of the Commission.

IN WITNESS hereof, the duly authorized representatives of the Parties have executed this Contract in Vienna, Austria:

For and on behalf of the **PREPARATORY COMMISSION FOR THE COMPREHENSIVE NUCLEAR-TEST-BAN TREATY ORGANIZATION:**

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[Name and position]

Date: \_\_\_\_\_

Place: Vienna, Austria.

For and on behalf of **[THE CONTRACTOR]:**

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[Name and position]

Date: \_\_\_\_\_

Place: \_\_\_\_\_



## **LIST OF ANNEXES**

**ANNEX A: THE COMMISSION'S GENERAL CONDITIONS OF CONTRACT**

**ANNEX B: THE COMMISSION'S TERMS OF REFERENCE**

**ANNEX C: THE CONTRACTOR'S PROPOSAL**

## **ANNEX B**

### **Terms of Reference**

#### **Provision of Aircraft Services for Preparatory Activities and Conduct of the Integrated Field Exercise, on a Call-Off Basis**

# **1. INTRODUCTION**

## **1.1 CTBTO**

The Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization with its headquarters in Vienna (hereinafter referred to as “the Commission”) is the international organization mandated to establish the global verification system foreseen under the Comprehensive Nuclear-Test-Ban Treaty (hereinafter referred to as “CTBT”), which is the Treaty banning any nuclear weapon test explosion or any other nuclear explosions. The Treaty provides for a global verification regime, including a network of 321 stations worldwide, a communication system, an International Data Centre and On-site Inspections (hereinafter referred to as “OSI”) to monitor compliance with the Treaty. Further information on CTBTO can be found at <https://www.ctbto.org/>

## **1.2 On-Site Inspections and the Integrated Field Exercise 2026**

On-site inspection (OSI) is the final component of the CTBT verification regime. Once the Treaty enters into force, Member States will be able to request an inspection to gather further evidence on the ground if the global monitoring system detects a possible nuclear explosion. As well as establishing whether a nuclear explosion has been carried out, facts might also be gathered to identify who was responsible for a Treaty violation. It is the ultimate verification measure under the CTBT.

The CTBT lists inspection activities that may be conducted, and techniques used, during an OSI. Following the principle that the inspection team should start with less intrusive and move on to more intrusive methods, the various techniques are assigned to different phases of an on-site inspection.

Integration exercises use several or all OSI techniques, mechanisms, systems and procedures in an integrated manner and provide a platform to review policy, operational, operations support, logistical and technical capabilities from a holistic, cross-cutting perspective

The On-Site Inspection Exercise Programme includes an Integrated Field Exercise in 2026 (IFE26) to be conducted in Republic of Namibia, tentatively between September and November 2026.

## **1.3 Airborne operations**

In accordance with the Treaty, the Commission operates four different airborne equipment configurations. It is envisaged that some or all of these configurations will be operated during IFE26.

Table 1 and Table 2 list the four equipment configurations and provides information on each, together with operational requirements.

Table 1: Commission airborne equipment configurations

Configuration	Description	Major components	Passengers	Other requirements
1. IOF	Initial overflight configuration (IOF), comprising GNSS antenna, rack for computing equipment and handheld video recording equipment. The IOF can be up to 12 hours in total flight time, broken down into several sorties over two or more days.  Installation time < 1 hour	<ul style="list-style-type: none"> <li>• Rack for computing equipment</li> <li>• Handheld video recording equipment</li> <li>• Navigation panel</li> <li>• GNSS antenna</li> <li>• Tablet computers</li> </ul>	Up to 7	<ul style="list-style-type: none"> <li>• 4 forward facing seats with direct access to windows</li> <li>• Power: typical 24V 10A</li> <li>• Ground speed, typical 80 knots</li> <li>• Flying height above ground 400-1,500m</li> <li>• Option for staging</li> <li>• Option to install GNSS antenna on an external mount</li> <li>• Option to install navigation panel for pilot</li> </ul>
2. MSI	An array of sensors for multispectral imaging (MSI). Comprises optical sensors and lidar, which require unobstructed view of the ground.  Installation time, depending on airframe 1-3 hours. Configuration weight <60kg <sup>1</sup>	<ul style="list-style-type: none"> <li>• Imaging cameras in the visible and near infrared</li> <li>• Thermal imaging camera</li> <li>• Lidar</li> <li>• GNSS antenna and receiver</li> <li>• Computing equipment</li> </ul>	Up to 4	<ul style="list-style-type: none"> <li>• Power: typical 24V 22A</li> <li>• Ground speed, typical 80 knots</li> <li>• Flying height above ground 400-1,500m</li> <li>• Unobstructed view of the ground can be accommodated via an internal airframe hatch or external utility pod. The Commission has certified external utility pods for AS355 and Bell212 airframe</li> <li>• GNSS antenna installed on an external mount</li> <li>• Option to install navigation panel for pilot</li> </ul>
3. ERA	Energy resolution analysis configuration for the detection of gamma radiation. The configuration is scalable and may comprise of 1, 2 or 3 detectors. Each detector is 125kg and would be housed in the cabin of the airframe.  Installation time ~2 hours	<ul style="list-style-type: none"> <li>• Gamma radiation detectors in cabin</li> <li>• Altimeter (laser/radar)</li> <li>• GNSS antenna and receiver</li> <li>• Computing equipment</li> </ul>	Up to 4	<ul style="list-style-type: none"> <li>• Power: typical 24V 10A</li> <li>• Ground speed, 40-60 knots</li> <li>• Flying height above ground 50–100 m</li> <li>• GNSS antenna installed on an external mount</li> <li>• Laser altimeter installed on an external mount or over a hatch in the cabin</li> <li>• Option to install radar altimeter</li> <li>• Option to install navigation panel for pilot</li> <li>• No fuel tank positioned under gamma radiation detectors</li> </ul>

<sup>1</sup> Varies depending on airframe. Configuration items without mounts/pod etc <60kg

4. MAG*	Magnetic survey configuration comprising GNSS antenna, case with rack for computing equipment, laser altimeter and magnetometer to measure the total magnetic field, whether dragged as a sling-load or mounted on a single boom stinger	<ul style="list-style-type: none"> <li>• Magnetometer on a sling load or mounted on a single boom</li> <li>• Altimeter (laser)</li> <li>• GNSS antenna and receiver</li> <li>• Computing equipment</li> </ul>	Up to 4	<ul style="list-style-type: none"> <li>• Power: typical 24V 10A</li> <li>• Ground speed, 40-60 knots</li> <li>• Flying height of airframe above ground ~100 m</li> <li>• GNSS antenna installed on an external mount</li> <li>• Laser altimeter installed on an external mount</li> <li>• Option to install navigation panel for pilot</li> </ul>
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\* The Commission does not own any MAG configuration and therefore it shall be provided by the Contractor. The provided configuration shall be certified for installation on the aircraft provided by the Contractor.

Table 2: Summary table of requirements for each configuration

Configuration	1. IOF	2. MSI	3. ERA	4. MAG
Aircraft power required <sup>2</sup>	✓	✓	✓	✓
External GNSS antenna <sup>3</sup>	✓	✓	✓	✓
External laser distance meter	×	×	✓	✓
Payload (kg)	20	< 60 <sup>4</sup>	300 – 450	30
Optimal airframe	Fixed/rotary	Fixed/rotary	Rotary	Fixed/Rotary
Sling load	×	×	×	✓ <sup>5</sup>
Total flight duration (hours) <sup>6</sup>	12	6	6	6
Passengers	7	4	4	4
Ground speed, typical (knots)	80	80	40-60	40-60
Height above ground (m)	500 - 1,5000	500 – 800	50 -100	50 -100
Combined with another configuration <sup>7</sup>	MSI	IOF	MAG	ERA
Hovering required/optional	✓	×	✓	×

<sup>2</sup> Aircraft power is required since the presumption is that battery power will not be permitted

<sup>3</sup> Requirement for an external GNSS antenna depends on airframe type and composition of fuselage materials

<sup>4</sup> Dependent on airframe e.g., a Bell212 would require an external utility pod

<sup>5</sup> The magnetometer may be dragged as a sling-load or mounted on a single boom

<sup>6</sup> Expected flight hours during IFE26 i.e., excludes flight hours for testing etc

<sup>7</sup> Each configuration is independent but subject to operational requirements may be combined with another configuration

## **2. SCOPE**

The Commission seeks to establish a Framework Contract with a Call-off Period of eighteen (18) months for the provision of air services for airframe(s) that meet the operational requirements set out in Table 1.

The Commission may call-off Work for various services, encompassing:

- The preparation of each equipment configuration for installation and certification,
- Field testing of each equipment configuration,
- IFE26 operations.

Examples of Work that may be called off during the Contract are provided in Section 3. Note that these are provided as examples and the Commission reserves the right not to request any services.

Proposals may include more than one type of airframe; however, the proposed airframes, collectively, must meet all equipment configuration and operational requirements specified in Tables 1 and 2.

### 3. EXAMPLES OF WORK

#### 3.1 General

**For illustrative purposes,** Table 3 provides examples of Work that may be requested on a call-off basis. The process by which Work shall be requested is addressed in Section 5.

*Table 3: Examples of the Work that may be requested*

Service	Date	Description of activities
Engineering support to ensure the compatibility of airborne configurations with the relevant airframes	Q4, 2025	<ul style="list-style-type: none"> <li>• Design and fabrication of custom mounts</li> <li>• Preparation of documents for airworthiness approval</li> <li>• Test flights to ensure operational capabilities</li> <li>• Test flights for air worthiness requirements</li> </ul>
Field test of IOF, MSI, ERA & MAG configuration	Q1, 2026	<ul style="list-style-type: none"> <li>• Support the installation of configuration</li> <li>• Approx. 4 hours of test flights per configuration i.e., IOF, MSI, ERA, MAG</li> <li>• Test flights to ensure operational capabilities</li> <li>• Test flights for air worthiness requirements</li> </ul>
Integrated Field Exercise	Q3 – Q4, 2026	<ul style="list-style-type: none"> <li>• Configuration 1: IOF <ul style="list-style-type: none"> <li>○ Day 1.1: Installation</li> <li>○ Day 1.2: 6 hrs (max) overflight, in 3 sorties</li> <li>○ Day 1.3: 6 hrs (max) overflight, in 3 sorties</li> <li>○ Day 1.4: Reserve day, uninstall</li> </ul> </li> <li>• Configuration 2: MSI <ul style="list-style-type: none"> <li>○ Day 2.1: Installation</li> <li>○ Day 2.2: 4 hrs (max) overflight, in 2 sorties</li> <li>○ Day 2.3: 4 hrs (max) overflight, in 2 sorties</li> <li>○ Day 2.4: Reserve day, uninstall</li> </ul> </li> <li>• Configuration 3: ERA <ul style="list-style-type: none"> <li>○ Day 3.1: Installation</li> <li>○ Day 3.2: 4 hrs (max) overflight, in 2 sorties</li> <li>○ Day 3.3: 4 hrs (max) overflight, in 2 sorties</li> <li>○ Day 3.4: Reserve day, uninstall</li> </ul> </li> <li>• Configuration 4: MAG <ul style="list-style-type: none"> <li>○ Day 4.1: Installation</li> <li>○ Day 4.2: 4 hrs (max) overflight, in 2 sorties</li> <li>○ Day 4.3: 4 hrs (max) overflight, in 2 sorties</li> <li>○ Day 4.4: Reserve day, uninstall</li> </ul> </li> </ul>



#### **4. REQUIREMENTS**

The Contractor shall:

1. Operate airframes compatible with the equipment configurations set out requirements specified under point 1.3 above, tables 1 and 2,
2. Provide airframes that are fully certified (for air operations at the time of operation, such as Certificate of Airworthiness issued (or accepted) by the Namibia Civil Aviation Authority (NCAA)
3. Operate airborne services from Eros Airport, Windhoek during field tests,
4. Operate airborne services from Walvis Bay International Airport during IFE26,
5. Operate from a site that has hangar space for the installation of equipment configurations set out under 1.3 above, tables 1 and 2,
6. Facilitate the installation of equipment configurations and ensure that configurations are powered from aircraft power,
7. Facilitate processes related to the air-worthiness certification of the equipment configurations listed in tables 1 and 2, if required by the service provider or national regulations,
8. Make a full airborne magnetic configuration available for testing during the Q1, 2026 field test and for use during the IFE, Q3-Q4, 2026; the configuration, which shall be airworthiness certified, shall include a magnetometer with technical specifications in the range of standard instruments used for airborne magnetic surveys (such as the caesium Scintrex CS2 or Scintrex CS3 magnetometers or equivalent), mounting platforms, necessary cables and electronics, navigation equipment, integrating digital acquisition system and user displays, and access to the necessary software for setting up the configuration and processing the collected data,
9. Provide a ground power unit to airframes to test equipment configurations prior to flight,
10. Provide safety briefings prior to air operations,
11. Agree for broadcast quality video to be recorded of the installation and operation of equipment configurations on the ground at the premises of the contractor,
12. Provide briefing room for participants for up to 10 people at Windhoek and up to 15 people at Walvis Bay International Airport,
13. Provide access to mains electricity to power and charge equipment,
14. Provide secure storage within the grounds of the airport for commission equipment. The storage area, as a minimum, shall accommodate 10 euro-pallets.

## **5. REQUIREMENTS FOR THE CONTRACTOR AND THE CONTRACTOR'S PERSONNEL**

The Contractor shall:

1. Possess current Part 135 Air Operator Certificate valid in the Republic of Namibia, regulated by the Namibia Civil Aviation Authority (NCAA),
2. Provide air and ground crews that are fully certified and current for the proposed airframes, by ICAO recognized authority,
3. Provide an operator to facilitate the installation of the MAG configuration described in point 8 under Section 4 and demonstrate its operation,
4. Provide English-speaking engineer(s) to support the certification of the equipment configurations set out in Tables 1 and 2.

## **6. ORGANIZATION OF WORK**

The Commission may ask for Services as described in Section 3. The Commission will call-off Work through a formal request for delivery (FRD).

### **6.1 Initiating work**

Before the issuance of an FRD to the Contractor, the Commission shall communicate via email information elaborating a Request for Services. The Request shall be communicated six weeks before the start of the Service.

The Request shall include the following information:

- Purpose of the activity,
- The equipment configuration(s) to be installed,
- Number of days expected for installation,
- Number of flight hours intended to be flown.

Within one (1) week of receiving the Request, the Contractor shall confirm via email availability and how the tasks as described in the required timeframe, will be performed. The Contractor shall provide information in the form of a Work Plan, including:

- An itemised list of tasks e.g., hours of engineering support etc.

After review of the Work Plan for each of the Services identified in the Request, and only after acceptance by the Commission, the FRD shall be issued to the Contractor.

The Commission shall not be held liable for the performance of any particular Service(s) which have been performed before the formal issuance of an FRD to the Contractor.

## **6.2 Completion and acceptance**

At the end of a particular Service under the FRD, the Contractor shall submit to the Commission the deliverable as stated in the respective FRD.

## **7. RISK MANAGEMENT**

7.1 The Contractor shall provide a comprehensive risk assessment plan and safety protocol at the commencement of the project, identifying potential risks that may affect the successful execution of the activities outlined in this TOR. Appropriate risk mitigation measures shall also be proposed.

7.2 The risk assessment and mitigation plan shall be kept up to date throughout the project, with revisions aligned to the delivery of key milestones or significant achievements.