



Procurement for Leadership and People Development Services

RFP document

Procurement under Part I and III of the Regulations

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1 Introduction

1.1 About the client

This procurement is being conducted by Norges Bank for both the Central Bank Operations, Norges Bank Administration and Norges Bank Investment Management.

Norges Bank is the Central Bank of Norway. It is a separate legal entity wholly owned by the state of Norway. As the central bank of Norway, it is an executive and advisory body for monetary, credit and foreign exchange policy. Norges Bank's activities are governed by Act no. 31 of 21 June 2019 relating to Norges Bank and the Monetary System (the Norges Bank Act). For further information, please see www.norges-bank.no

Since 1997, in addition to its monetary role, Norges Bank has been appointed by the Ministry of Finance as manager of the Norwegian Government Pension Fund Global (the "GPFG" or the "Fund"). The GPFG represents savings for future generations in Norway. The original source of the Fund's capital is the net cash flow derived by the State of Norway from petroleum activities. The State of Norway, acting through the Government of Norway, deposits the GPFG with Norges Bank. Norges Bank invests that deposit in assets around the world, in accordance with the Management Mandate issued by the Norwegian Ministry of Finance.

The asset management responsibility for the Fund is allocated to Norges Bank Investment Management ("NBIM"), a department within Norges Bank. NBIM's principal office and headquarters is in the central bank in Oslo, Norway. It also has staffed offices in London, New York, Singapore, Luxembourg, Japan and Shanghai. For further information, see www.nbim.no

1.2 Purpose of the procurement

Norges Bank is seeking to enter into parallel framework agreements with 3 - 6 consulting/training companies that can assist with the best possible implementation of initiatives related to leadership and people development activities. It is an expectation that the companies have experience with continuous improvement and development of managers at all levels in an organization, as well as the capability to deliver general people development activities for employees.

The companies must be able to offer expertise and a diverse set of tools and concepts within the following areas (not exhaustive) for which Norges Bank envisions using the framework agreement:

- Individual and collective leadership assessments for managers and management teams to identify development needs, evaluate and optimize strengths, and to improve weaknesses and self-awareness.
- Ability to create and implement management development initiatives and programmes for Norges Bank's various management levels, that align with our strategies, cultures, and goals.
- Expertise in creation and facilitations of various forms of development initiatives, including practical exercises/simulations and theoretical discussions
- Competence in helping managers and employees transfer acquired skills and knowledge from the learning settings to everyday work.
- Coaching for managers, management teams and employees. (Ideally with coaching capability locally to our different international offices)
- Ability to create and implement development initiatives and programmes for Norges Bank's various employees, that align with our strategies, cultures, and goals.
- Ability to deliver other people development activities if required e.g., communication, feedback and or difficult conversations training etc.
- Provide support to and upskill HR colleagues in leadership and people development best practice

The companies should have capability to support us both locally in Norway but also can support us in an international context. As such we require suppliers that can work solely in English, solely in Norwegian and can work in both English and Norwegian.

This document contains tender documentation with information and requirements for those suppliers wishing to submit a tender in the competition. The framework agreement in itself does not imply any purchase obligation.

1.3 Scope of the agreement

The total scope of the assignments to be given in the contract period is expected to be on the order of 4.000.000 – 18.000.000 NOK ex vat for the total contract period. Please note that there is a high degree of uncertainty concerning the volume of the contract. Previous experience indicates that the need can vary widely from year to year.

1.4 Duration

The duration of the contracts is two years, with option for Norges Bank to extend the contract with 2 more years. The contract may be terminated by either party with three (3) months' prior notice during the contract period.

1.5 Contract type and provisions

The contractual relationship will be regulated by the attached Framework Agreement (**appendix 8**)

1.6 Mechanisms for mini-tender and assignments

During the framework agreement period, the assignments will be awarded after the completion of mini-tender. For the implementation of mini-tender, the contract will be awarded to the supplier who has the best price-quality ratio and meets any potential location or language-based requirements. The award criteria will be the same as during this procurement, but CVs are obtained with any references for the relevant candidate(s) for the assignment.

Norges Bank may also choose to meet with the organizations involved in the mini-tender as part of the quality evaluation. For assignments under NOK 100.000 ex VAT Norges Bank can enter into a SOW directly without conducting a mini-tender.

Norges Bank will provide individual assignment confirmations (SOWs) for each agreed assignment during the period, where the scope, delivery description and price are described and approved by the parties. Norges Bank reserves the right to request and evaluate more organizations if required.

Current award criteria for the mini tenders will be:

- Price
- Quality
- Potential location or language-based requirements

The relative weightings between these criteria will be set out in the invitation to mini-tender.

Norges Bank reserves the right to conduct interviews with offered consultants prior to the award of assignments.

The choice of which criteria to use and the weighting between these may vary from mini-tender to mini-tender based on the individual assignment's nature and needs. The final choice of criteria and weighting will appear from the individual competition within the framework outlined above.

1.7 Structure of the tender documents

The tender documents consist of:

Main document	Tender document (this document)
Appendix 1	Tender letter
Appendix 2	Deviations from the tender documents
Appendix 3	Self-declaration wage and working conditions
Appendix 4	Template reference task
Appendix 5	Template for CV
Appendix 6	Price Matrix
Appendix 7	Ethical guidelines for suppliers
Appendix 8	Framework agreement
Appendix 9	Mini tender and SOW templates
Appendix 10	Dataprocess agreement

2 Rules for the procurement

2.1 Procurement procedure

The procurement will be carried out with respect to the Act relating to Public Procurements of 17 June 2016 (Public Procurement Act) and the Regulations relating to Public Procurements (Public Procurement Regulations) FOR 2016-08-12-974, Part III, section 13 -1 (1) – open procedure.

- Variant tenders are not allowed

In accordance with the fundamental principles of Norwegian procurement law, Norges Bank reserves the right to clarify and amend the RFP, as well as to cancel the procedure. All recipients of the RFP will be notified of any such clarifications or amendments and shall take these into consideration when preparing responses to the RFP. Norges Bank also reserves the right to seek further information and clarifications from the tenderers.

2.2 Publication of the procurement

The procurement will be published in Doffin (www.doffin.no) and Tender Electronic Daily (TED) (www.ted.europe.eu).

2.3 Timetable

Plan to perform the procurement with respect to the timetable below. It is emphasized that the plan is tentative. Norges Bank will be able to make adjustments during the course of the process. Norges Bank wishes to make it clear that tenders that are delivered too late will be rejected

Milestone	Date
Deadline for submitting questions	04.04.2022
Deadline for submitting tender	12.04.2022 at 12:00 CET
Notification of contract award (tentative)	Week 18 - 2022
Validity period	06.06.2022

2.4 Communications, questions on the tender documentation and supplemental information

All communications during the procurement process must take place via Merccell.

In the competition in Merccell, select the "communications" tabbed sheet. Then click the "new message" icon in the menu bar. Enter the question/information and press "send".

Norges Bank then receives the question/information. Any possible questions that the tenderers might have concerning the tender documentation, possibly of the pre-tender conference, must be submitted within the deadline given in point 2.3 above.

All questions will be answered in good time before expiry of the inquiry/rendering deadline in anonymous form and made available as supplemental information to everyone who has registered an interest in Mercell / those bidders who have been invited to submit tenders. Supplemental information is available under the "communications" tabbed sheet and subsequently under the "supplemental information" tabbed sheet. Tenderers who have already registered their interest will also receive notification via E-mail if supplemental information is released during the competition. The tenderers can then follow the link in the notification in order to bring up the relevant competition.

2.5 Correction, supplementation and/or amendment of the tender documentation

Before expiry of the tendering deadline, Norges Bank has the right to undertake correction, supplementation and amendment of the tender documentation that are not of significance. Correction, supplementation or amendment of the tender documentation will immediately be sent to all tenderers who have registered their interest via Mercell. Information on correction, supplementation and amendment will be published electronically via Mercell.

If errors are detected in the tender documentation, it is requested that this be communicated to Norges Bank via the communications module in Mercell.

2.6 Language

All written and verbal communications in connection with this competition must occur in English. The language requirement also concerns the tender itself.

2.7 Norwegian Freedom of Information Act

With statutory authority in the Norwegian Freedom of Information Act of 19.5.2006, section 23, third subsection, exceptions may be made for tenders and records pursuant to the code of regulations concerning public procurements until the selection of the supplier has been made.

With statutory authority in the Norwegian Freedom of Information Act, section 13, cf. the Central Bank Act, section 5-2, Norges Bank has a duty of confidentiality concerning information on "the business-related conditions of others". It is emphasized that it is the information subject to confidentiality in the document and not the document in its entirety that is subject to disclosure, cf. the Norwegian Freedom of Information Act, section 13. Tenderers are hence requested to themselves mark/censor precisely which information in the tender that must be deemed to be subject to confidentiality.

2.8 Duty of confidentiality

For employees and suppliers who perform work or service for Norges Bank, the duty of confidentiality follows from the Norwegian Act relating to Norges Bank and the monetary system (Central Bank Act), section 5-2. Subcontractors and third parties who become acquainted with information from the contractual relationship must be subjected to a duty of confidentiality corresponding to the duty of confidentiality established in the Central Bank Act, section 5-2.

The duty of confidentiality also remains in effect after the agreement has been ended. Employees or others who depart from their service with one of the parties also have a duty of confidentiality after they have departed. Employees of the supplier, subcontractors and possible third parties must sign a non-disclosure declaration formulated by Norges Bank.

2.9 Impartiality

Norges Bank will pose strict criteria as a basis in determinations of whether possible impartiality-compromising situations, cf. Public Procurement Regulations, section 7-5, are present. If Norges Bank based upon an assessment of the Supplier's explanation and the circumstances otherwise concludes that an impartiality conflict exists, this will result in rejection.

The company is expected to have a policy and arrangement for surveying and assessing possible partiality or impartiality conflicts. An explanation must be given of precisely which impartiality conflicts may exist with a justification for why it is not viewed as being of such a nature that one is prevented from shouldering the commissioned task.

2.10 Police certificate of good conduct and credit assessment

Norges Bank may, pursuant to the Central Bank Act, section 2-15 and Regulation 2019-12-17-1880, require a police certificate of good conduct for the Supplier's personnel and possibly personnel of subcontractors who are performing tasks in connection with the Delivery, if security-related considerations dictate such.

With objective grounds, Norges Bank may procure credit information on the Supplier's personnel and possibly personnel of subcontractors who perform tasks in connection with the Delivery. Norges Bank may also perform other investigations such as for example information on residential address, checks of a valid ID, verification of education and work experience and other investigations if such are relevant. If security-related considerations dictate such, personnel of the supplier must be security-approved by Norges Bank before the task is commenced. It is the tenderer's responsibility to contribute to the requisite investigations being able to be performed with respect to procedures prepared by Norges Bank. The Supplier is also obligated to sign the bank's non-disclosure declaration. In special instances, a security clearance will be required pursuant to the Act relating to preventive security services.

2.11 Ethical rules for contractors

The tenderer who is awarded the commissioned task must confirm in the contract that ethical rules for contractors (**Appendix 7**) apply for personnel carrying out the work with the supplier who have access to Norges Bank's premises or information systems.

2.12 Advertising

The Supplier is obligated to not conduct advertising or in some other manner to give the general public information concerning this agreement with its appendixes or the results of the agreement without the prior written approval of Norges Bank. The supplier is obligated to include a corresponding provision with respect to their subcontractors. If the Supplier participates in a competition pursuant to the Act and Regulations relating to Public Procurements and a client requests references from other clients, Norges Bank will upon request assess giving a reply concerning whether permission will be granted.

2.13 Tenderer's participation costs

Expenses that the tenderer incurs in connection with the preparation, submission or follow-up on the tender or the procurement process in general will not be refunded.

2.14 Deviations from the procurement documents

The Supplier bears the risk for unclear items in the tender, cf. Public Procurement Regulations, section 23-3 (2).

Tenders that contain significant deviations from the procurement documents must be rejected pursuant to the Public Procurement Regulations, section 24-8 (1) b. Norges Bank hence most strongly requests submitting tenders based upon those instructions and guidance that appear in this tender documentation with appendixes and possibly pose questions in the event of unclear items in the tender documentation.

3 Rejection grounds and Qualification requirements

3.1 In general on ESPD

In this competition, the tenderers must fill in the ESPD form that is integrated into Merzell.

3.2 National rejection grounds

The rejection grounds that are ticked under ESPD Rejection Grounds point C provide as a point of departure Norges Bank only a right to reject. In the following two cases, Norges Bank nevertheless has an obligation to reject:

1. If there exists a lack of impartiality that Norges Bank cannot remedy with minor intervention measures, cf. Public Procurement Regulations, section 24-2, first subsection, letter c.

2. If the tenderer has participated in the preparation of the competition, and in so doing has attained an unreasonable competitive advantage that cannot be remedied with minor intervention measures, cf. Public Procurement Regulations, section 24-2, first subsection, letter d.

Norges Bank has in ESPD Rejection Grounds point D ticked "purely national rejection grounds". The national rejection grounds go further than what follows from the rejection grounds specified in ESPD in two cases:

1. Norges Bank must reject a tenderer when it is aware that the tenderer has accepted an optional fine or been convicted of the specified criminal conditions in the Public Procurement Regulations, section 24-2, second subsection.
2. Norges Bank may reject a tenderer when it can be documented that the tenderer has in general committed serious errors that bring about doubts as to its professional integrity, cf. Public Procurement Regulations, section 24-2, third subsection, letter i.

3.3 Qualification requirements

3.3.1 General

The tenderer must answer the qualification requirements included in this document.

Note that the qualification and documentation requirements appear under the heading "Description of requirement/documentation" under the individual requirement in Merccell.

3.3.2 Fulfilment of qualification requirements by the use of other enterprises

The tenderer may choose to support itself with the capacity of other enterprises in order to fulfil the requirements for the supplier's economic and financial capacity and for technical and professional qualifications. What is meant by "other enterprises" is for example a parent company, co-operating partners, subcontractors and the like.

If the tenderer supports itself on the capacity of other enterprises in order to fulfil the qualification requirements for economic and financial capacity and/or for technical and professional qualification, then the tenderer must document that it has the requisite resources at its disposal. This can be documented by for example attaching a signed declaration of obligation from these enterprises.

Please note that Norges Bank accept maximum 1 link in the supply chain.

3.3.3 Concerning requirements for the economic and financial capacity of the tenderers

If a tenderer supports itself on the capacity with other enterprises in order to fulfil the requirements for the supplier's economic and financial capacity, Norges Bank may require that they are jointly and severally liable for the execution of the contract.

If the tenderer has objective grounds for not submitting the documentation that Norges Bank has requested, then the tenderer may document its economic and financial capacity by submitting any other document that Norges Bank deems to be suitable.

3.3.4 Requirements associated with the tenderer's suitability

Cf. ESPD form: qualification requirements, A: suitability

Qualification requirements	Documentation requirements
The tenderer shall be a legally established company	Norwegian companies: Certificate of incorporation Foreign companies: Proof that the company has been registered in an industry registry or company registry as prescribed in the legislation in the country where the supplier was established

3.3.5 Requirements associated with the tenderer's economic and financial capacity

Qualification requirements	Documentation requirements
The supplier must have sufficient economic and financial capacity to execute the delivery/contract	<p>The following document shall be attached to the Self-Declaration Form:</p> <p>The supplier's annual financial statements (including notes with reports from the board auditor) for the past 2 years. If the annual financial statements for the preceding year have not been completed by the expiry of the tendering deadline for this competition, then interim annual accounts for the preceding year must be attached in addition.</p> <p>Credit rating from a recognized rating supplier (must not be more than 2 months old)</p> <p>We do an overall assessment of the economic and financial standing based on the Current Ratio, Equity ratio and Interest coverage, cash flow from operating activities, annual results and auditor's report.</p> <p>None of the indicators will individually have an absolute limit regarding the tenderer's fulfilment of the required standing. However, significant deviations from a single indicator may lead to a rejection. A negative trend on some or most of the indicators may also lead to rejection.</p> <p>If the requested documentation is not available Norges Bank may accept other documentation as it finds suitable and relevant. If the financial documentation is showing a negative trend, the Self-Declaration Form should include a short explanation, including an explanation of the tenderer's liquidity risk (the risk that an entity will encounter difficulty in meeting obligations associated with liabilities)</p>

3.3.6 Requirements associated with the tenderer's technical and professional qualifications

Qualification requirements	Documentation requirements
The tenderer must have sufficient professional qualifications and concepts to be able to complete the assignment	Description and documentation of the supplier's competency within leadership and people development according to the requirements in section 1.2

3.3.7 Execution of the qualification phase

Norges Bank will assess whether the qualification requirements have been fulfilled based on the documentation the suppliers have submitted together with the inquiry on participation in the competition. Suppliers who do not fulfil one or more qualification requirements will be rejected from the competition.

4 For the tendering part

4.1 Award criteria

The contract will be awarded to the tenderer with the best conditions between quality and price based on the award criteria and percentage weighting set out in the table directly below.

Normalization of score will not be used in the evaluation.

75 % QUALITY	DOCUMENTATION
<p>Competence Norges Bank wants consultants with relevant experience and professional competence.</p>	<p>Documentation requirement: CV of the resource(s) who will be assigned to work with Norges Bank on the leadership and people development activities described in section 1.2.</p> <p>Each resource must document two recent reference projects that are relevant to this procurement. We ask that purpose and result is described for each project. Contact information of the contact person for the reference projects must be provided. Norges Bank will only contact the contact person(s) if considered expedient.</p> <p>Please fill in appendix 5 for the offered resources. 1 of the resources shall be permanently associated with the assignment for Norges Bank (primary contacts), while the others shall be secondary contacts. Please indicate on the CV what role the offered resource will play.</p>
<p>Capability to deliver Norges Bank requires providers that can supply the service we need.</p>	<p>Detailed description of activities delivered, and general capabilities of the organisation related to leadership and people development:</p> <ul style="list-style-type: none"> ○ Individual and collective leadership assessments for managers and management teams ○ Ability to create and implement management development initiatives and programmes ○ Expertise in creation and facilitations of various practical exercises/simulations and theoretical discussions ○ Competence in helping managers and employees transfer acquired skills and knowledge from the learning settings to everyday work. ○ Coaching for managers, management teams and employees ○ Ability to create and implement development initiatives and programmes for Norges Bank's various employees, ○ Ability to deliver other people development activities if required e.g., communication, feedback and or difficult conversations training etc. ○ Provide support to and upskill HR colleagues in leadership and people development best practice

Capability to support	<p>The suppliers should have capability to support us both locally in Norway but also can support us in an international context. As such we require suppliers that can work solely in English, solely in Norwegian and can work in both English and Norwegian.</p> <p>The description of how a supplier can deliver these must not exceed four pages.</p>
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25 % PRICE	DOCUMENTATION
Norges Bank wants suppliers with competitive prices	Please fill inn Price matrix, Appendix 6

4.2 Evaluation

Evaluation of the award criteria «Price»

Scoring and weighting of price is done according to a relative evaluation model, proportionate method. The best offer on each sub-criterion gets 10 points, the other offers get points proportionally in relation to this according to the following formula: Lowest price divided by price which is evaluated multiplied by 10. The calculated points are weighted against the weight of the sub-criterion and then the weight of the main criterion. Weighted points for each sub-criteria are summed to a total sum for each offer for this criteria

Evaluation of the award criteria” Quality”

For evaluation of the tenders in relation to the award criterion quality, the tenders will be awarded points on the basis of an evaluation model where the best tender receives 10 points. Other offers receive points after a relative difference from the best offer.

“Must be met” requirement is mandatory. Please note that the tenderer will be rejected if the requirement is not confirmed and met. “Should be met” requirements will be given a qualitative score of 0-10 (10 being the best) based on the quality of the answer. The points will be summarized to a total sum for the sub-criteria, and they will be weighed against the weight of the sub-criterion and then against the weight of the main criteria. Weighted points for each sub-criteria are summed to a total sum for each offer for this criteria.

5 Tender delivery

5.1 Delivery of tenders

All tenders must be delivered electronically in Mercell within the deadline stated in clause 2.3. possibly a new deadline specified by Norges Bank.

The Supplier may, before expiry of the tendering deadline, make possible changes and submit a new tender. The last tender submitted will be regarded as the final tender.

5.2 Tender structure

The tender shall follow the structure as given in Tender letter **Appendix 1**.

5.3 Alternative tenders and minimum requirements

There is no ability to submit alternative tenders.

6 Termination of the competition

6.1 Notification and qualifying period

Norges Bank will inform all suppliers in writing and simultaneously of who Norges Bank intends to award the contract to as soon as the selection of the supplier has been made. The notification will contain a justification for the selection and specify the qualifying period from when the award is announced to when the signing of the contract is planned to be carried out (entry into the contract).

If Norges Bank finds that the award decision is not in accordance with the criteria for the selection of a supplier, then the decision may be annulled up to when the contract is entered into.

6.2 Tax and VAT certificate

Norges Bank will require the selected supplier to submit a tax certificate for VAT and a tax certificate for tax, cf. FOA § 7-2. This only applies to Norwegian suppliers. The tax certificate must not be older than 6 months from the deadline for submitting tenders or the deadline for pre-qualification applications. Norges Bank reserves the right to require a tax certificate for VAT and a tax certificate for tax from more than a selected supplier at earlier stages of the competition.

6.3 Cancellation of the competition

Norges Bank may cancel the competition if objective grounds exist. cf. the Public Procurement Regulations, section 25-4.

Template – Tender letter

Appendix 1

Tenderers shall submit this tender letter together with the tender

The tenderer shall complete the table and sign below

Procurement for Leadership and people development services

We have reviewed your tender documentation for the procurement for Leadership and people development services with any amendments/supplements. We accept that our tender will be valid until the expiry of the validity deadline stated in the progress plan in the tender documentation.

We confirm that we are bound by the terms of the tender and that Norges Bank may accept them at any point during the validity period.

We declare the following with regard to deviations from the tender documents:

Tick the correct
option

We confirm that the offer does not contain any deviations from the tender documents	
Our offer contains deviations from the tender documents. An exhaustive description of all deviations is given in Appendix 2	

We confirm that our complete offer has been answered according to the procurement documents, and consists of:

Enclosed

Tender letter	
Completed template for description of all deviations from the procurement documents. Ref Appendix 2	
Completed self-declaration on pay and working conditions Ref Appendix 3	
Documentation in reply to qualification criteria Ref Section 3 of this tender	
Documentation in reply to award criteria Quality Ref Section 4 of this tender	
Documentation in reply to award criteria price Tenderer shall fill in all requested price elements in the price schedule Ref Section 4 of this tender	

The undersigned, who is authorised to sign on behalf of the tenderer confirms that the information provided in the tender is correct, accurate and current and that the tender is valid until the end of the validity period stated in section 2.3.

Place:

Date:

Signature:

Name of signatory with capital letters:

Position of signatory:

Contact person for the tender

Name _____

Title _____

E-mail _____

Mobile phone _____

Appendix 2

Description of all deviations from the tender documents

[illegible]

Appendix 3

Self-declaration relating to wage and working condition

Legal authority is contained in the Act of 17th June 2016 No. 73 relating to public procurements; see also the Regulations relating to wage and working conditions in public contracts, adopted by Royal Decree of 6 February 2008

This confirmation concerns:

Company	
Organisation number	
Address	
Postcode/place	
Country	

I confirm that all employees in our company, externally hired employees and sub-contractors directly involved in the performance of the contract are subject to/have in place wage and working conditions as follows: I confirm that the wage and working conditions accord with the applicable regulations in areas covered by the Regulations relating to general collective wage agreements; I confirm that the wage and working conditions accord with the applicable national collective wage agreement for the relevant sector in areas which are not covered by the Regulations relating to general collective wage agreements. In this context, “wage and working conditions” means provisions relating to minimum working hours, wages including overtime supplements, shift and rota supplements, and inconvenience supplements, and the coverage of expenses relating to travel, food and accommodation, to the extent that the collective wage agreement contains such provisions.

Pursuant to section 5 of the regulations, Norges Bank requires the supplier and any sub-contractors directly involved in the performance of the contract to be able to document, upon request during the contract period, the wage and working conditions of employees and externally hired employees who are involved in the performance of the contract.

If the supplier fails to comply with this duty, Norges Bank shall be entitled to retain parts of the contract sum corresponding to approximately twice the saving made by the supplier, until it is documented that the matter has been remedied. The supplier and any sub-contractors shall, upon request, document the wage and working conditions of the persons mentioned in the first paragraph.

General manager (signature): _____ Date: _____

Appendix 4

Form for the tenderer's description of similar deliveries

It is the provider's responsibility to document relevance through the description.

A table has been set up for 4 references

Norges Bank reserves the right to contact references if required

Delivery	
Company name / Customer	
Contact person with email and mobile	
Time and duration of delivery	
Brief description of the delivery, including information on size and complexity	
Scope of delivery	

Delivery	
Company name / Customer	
Contact person with email and mobile	
Time and duration of delivery	
Brief description of the delivery, including information on size and complexity	
Scope of delivery	

Delivery	
Company name / Customer	
Contact person with email and mobile	
Time and duration of delivery	
Brief description of the delivery, including information on size and complexity	
Scope of delivery	

Delivery	
Company name / Customer	
Contact person with email and mobile	
Time and duration of delivery	
Brief description of the delivery, including information on size and complexity	
Scope of delivery	

Appendix 5

Template for CV

Please fill in template for the resources who will be involved through the contract period
Please indicate on the CV what role the offered resource will play

CV - Curriculum Vitae	
Name	
Role	
Title	
Education	
Relevant work experience <ul style="list-style-type: none">• Employer• Length of working conditions• Position and area of responsibility	
Certifications	
Competence within Leadership services Brief description of purposes and challenges Time and duration of the assignment	

Norges Bank reserves the right to contact references if required

Appendix 6

Price matrix

Category	Price NOK excl. VAT
Cost of performing leadership assessments for managers and management teams (For evaluation purposes: an assessment for 10 persons)	
Costs of delivering coaching (per hour) <ul style="list-style-type: none"> - Manager - Employee - Group 	
Charge per hour of consultants / trainers Junior Consultant (< 4 years) Consultant (4 – 8 years) Senior Consultant (> 8 years)	
Average costs for creation of and implementing development initiatives / programmes Must be broken down according to your organisations project methodology	
Average cost for creation and facilitations of exercises/simulations Must be broken down according to your organisations project methodology	
Cost of delivering people development activities if required (As an example) <ul style="list-style-type: none"> - Communication training, - Feedback training - Difficult conversations training 	
Cost of Train the Trainer activities	

If the price is stated in intervals, the highest price will be used as the basis for the evaluation.

NORGES BANK ETHICAL RULES FOR CONTRACTORS ENGAGED BY THE GOVERNOR'S AREA OF RESPONSIBILITY

These ethical rules were laid down by the General Counsel of Norges Bank on 17 November 2014 and were last amended on 16 September 2020. The rules are based on the ethical principles adopted by Norges Bank's Executive Board on 19 October 2011 (last amended on 24 June 2020) and the supplementary ethical rules of conduct for employees in the Governor's area of responsibility adopted by the Governor of Norges Bank on 25 June 2020.

These rules apply to contractors with access to the Bank's premises or systems. Contractors are responsible for ensuring that staff performing services or work for Norges Bank are familiar with these ethical rules.

If a contractor breaches these rules, the contract may be terminated.

1. Common rules for all contractors

1.1. General

Norges Bank as the central bank has been given considerable authority and trust. Contractors shall contribute to safeguard Norges Bank's reputation by maintaining a high level of ethical awareness and integrity.

1.2. Human rights and labour rights

Contractors shall:

- respect human rights
- comply with internationally recognised UN and ILO conventions concerning human rights and labour rights
- adhere to the national legislation of the countries in which the contractor operates, including labour rights legislation.

1.3. Illegal acts and corruption

Contractors or third parties acting on behalf of a contractor:

- shall not commit illegal acts, including all forms of corruption
- must not, on their own behalf or on behalf of others, demand, receive or accept an offer of undue advantage in connection with the contractor's assignment
- must not provide or offer undue advantage to another party in connection with the contractor's assignment for Norges Bank.
- shall not contribute to any form of agreement or transaction associated with proceeds from criminal activity (money laundering) or associated with terrorist activity.

1.4. Discrimination

Norges Bank does not accept any form of discrimination, harassment or bullying by persons involved in Norges Bank's activities.

1.5. Duty of confidentiality

Anyone performing services or work for Norges Bank shall be obliged to prevent unauthorised persons from gaining access to, or knowledge of, any information that comes to his or her knowledge in the performance of his or her duties with regard to the business affairs of the Bank or others, or the personal affairs of anyone (cf. Section 5-2 of the Central Bank Act).

The duty of confidentiality remains in force after the completion of the assignment or service contract, and violation is subject to a penalty. Contractor employees who perform work or services for Norges Bank and who have access to the Bank's premises or systems shall sign a declaration of confidentiality.

1.6. Conflicts of interest

Contractors must not engage in any actions that may create or may appear to create, a direct or indirect conflict of interest between their own interests and the interests they are to protect as contractors engaged by Norges Bank. Contractors shall notify Norges Bank of any potential conflicts of interest.

1.7. Gifts

Contractors must not give any form of gifts or personal benefits to Norges Bank employees or close associates of Norges Bank employees. The term "close associates" is defined as in Section 2-5, subsections 1, 2 and 4, of the Securities Trading Act (for example, spouse, children under the age of 18 or companies where the contractor has determinative influence).

2. Specific rules

2.1. Scope

The rules below are special rules that apply to contractor employees:

- when these employees act on behalf of Norges Bank
- when these employees through their assignment for Norges Bank have inside information or other confidential information

The more specific application of these rules can be agreed on as necessary.

2.2. Personal trading

A contractor employee:

- may not at any time purchase, establish, sell, submit trading orders, redeem or refinance financial instruments, foreign exchange products or fixed rate products if the employee through his or her work for Norges Bank has – or has access to – information that is not publicly available relating to circumstances that may affect market prices
- with access to inside information concerning the policy rate setting process or the process of preparing advice on the countercyclical capital buffer may not purchase, establish, sell, submit trading orders, redeem or refinance financial instruments, foreign exchange products or fixed rate products designated in NOK during the 21 calendar days immediately preceding the date of publication of the policy rate decision and the decision basis for the advice concerning the countercyclical capital buffer, or until the advice has been published
- may nonetheless engage in the necessary exchange of currency in connection with travel or relocation across countries using different currencies
- who through his or her work for Norges Bank may have access to confidential information concerning a financial institution is not permitted to acquire or dispose of Norwegian transferable securities (cf. definition in Chapter 2-4 (1) of the Securities Trading Act) that are issued by financial sector undertakings or derivatives of such securities.

A contractor employee who in his or her work for Norges Bank:

- manages portfolios or make transactions in financial instruments or otherwise takes decisions concerning financial instruments is not permitted to conduct transactions for their own account in the same financial instruments specified in the management mandate.
- has – or has access to – information about Norges Bank's decisions concerning trading in financial instruments is not permitted to make transactions for his or her own account in the same type of financial instrument until the information has been made publicly available
- normally, in the performance of his or her duties, has insight into or whose work involves management of financial instruments or foreign currency for Norges Bank may not:
 - trade in derivatives or exchange-traded notes (ETNs).
 - use counterparties in personal trading that regularly and on a significant scale provide services for Norges Bank Central Banking Operations, unless trading takes place electronically and is based on standard terms and conditions

- is in possession of insider information or other confidential company information regarding NBIM's investment activities shall in all circumstances avoid using such information for personal trading or for providing investment advice to others or passing on such information to unauthorised persons (cf also Section 2.3).

2.3. Handling of inside information and other confidential company information

Contractor employees who in their work for Norges Bank acquire knowledge of inside information (cf. definition in the Securities Trading Act) or other confidential information must not misuse such information. Whoever is in possession of inside information or other confidential company information must:

- not abuse it to trade in financial instruments, either directly or indirectly, for his/her own account or for the account of another, or encourage others to engage in such transactions
- not pass such information on to unauthorised persons
- exercise due care to ensure that the information does not come into the possession of unauthorised persons or is abused
- not advise unauthorised persons on trading in the financial instruments concerned.

The abuse of inside information constitutes a criminal offence according to the Securities Trading Act.

2.4. Gifts

Contractor employees must not accept gifts or personal benefits for themselves or others from the Bank's business contacts or from others when performing work or service for Norges Bank that may constitute a personal advantage for the employee or that could, or may be intended to, influence the employee's performance of his or her duties. The prohibitions in this provision apply irrespective of the financial value of the benefit and even if the giving of the benefit is deemed customary in the relevant social setting, country or culture.

2.5. Invitations

Costs related to travel, participation in external seminars etc. for Norges Bank incurred by a contractor employee will as a main rule be covered by Norges Bank or by the contractor himself where this is agreed and appropriate.

Contractor employees acting on behalf of Norges Bank may accept meal invitations from Norges Bank's business contacts only if the meal naturally forms part of a meeting or other type of event that is connected to an engagement for Norges Bank, or where the purpose is clearly not to obtain a contract with or special benefits from Norges Bank.

If expenses are otherwise regulated in a clause in the contract between the contractor and Norges Bank, the contract clause takes precedence over the provision in this section.

2.6. Lectures and educational activities

Contractor employees are not permitted to accept compensation for external lectures directly linked to Norges Bank's activities unless the total value of the compensation is less than NOK 500. Compensation in the form of cash or deposit money may nonetheless not be accepted.

Norges Bank shall cover travel and subsistence expenses in connection with external lectures held by or with the contribution of the contractor employee in his or her service for Norges Bank. The host organisation may cover seminar fees etc. and meals included in the seminar fee when the lecture is part of the seminar. In special cases, Norges Bank can provide prior approval for additional expenses to be covered by the host organisation if it is deemed unobjectionable to make an exception. If expenses are otherwise regulated in a clause in the contract between the contractor and Norges Bank, the contract clause takes precedence over the provision in this section.

3. Right of inspection

In the contract period, the contractor has a duty to be transparent vis-à-vis Norges Bank with regard to issues related to the contractor's compliance with these ethical rules, in particular with regard to control and follow-up.

4. Disclosure of wrongdoing

Contractors that have knowledge or suspicion of breaches of these ethical rules shall notify internal audit at Norges Bank at email address: IR-Varsling@Norges-Bank.no.

Contractor employees are encouraged to disclose possible wrongdoing related to the implementation of the agreement with Norges Bank. If it is not appropriate to use ordinary reporting procedures, the contractor employee may report such circumstances directly to internal audit at Norges Bank at email address: IR-Varsling@Norges-Bank.no. Such disclosures may apply to circumstances at Norges Bank and the contractor.

5. Exceptions from the rules

Any exceptions from these rules in individual cases are subject to the prior written approval of Norges Bank.



FRAMEWORK AGREEMENT

Norges Bank

and

XXXXXX

Leadership and personal development services

1 Contract documents

The following documents are included in the contract:

1. This contract document
2. Ethical guidelines for suppliers
3. Minitender and SOW template
4. RFP
5. Tender
6. Data processor agreement

In the event of a conflict, the documents apply in the above order

2 Duration

The duration of this contract is 2 years: xx.xx.2022 – xx.xx.2024, with option for Norges Bank to extend the contract with 2 more years. The contract may be terminated by either party with three (3) months' prior notice during the contract period.

3 Purpose and scope

Norges Bank has entered into parallel framework agreements with xx xx consulting/training companies that can assist with the best possible implementation of initiatives related to leadership and people development activities. It is an expectation that the companies have experience with continuous improvement and development of managers at all levels in an organization, as well as the capability to deliver general people development activities for employees.

The companies must be able to offer expertise and a diverse set of tools and concepts within the following areas (not exhaustive) for which Norges Bank envisions using the framework agreement:

- Individual and collective leadership assessments for managers and management teams to identify development needs, evaluate and optimize strengths, and to improve weaknesses and self-awareness.
- Ability to create and implement management development initiatives and programmes for Norges Bank's various management levels, that align with our strategies, cultures, and goals.
- Expertise in creation and facilitations of various forms of development initiatives, including practical exercises/simulations and theoretical discussions
- Competence in helping managers and employees transfer acquired skills and knowledge from the learning settings to everyday work.
- Coaching for managers, management teams and employees. (Ideally with coaching capability locally to our different international offices)
- Ability to create and implement development initiatives and programmes for Norges Bank's various employees, that align with our strategies, cultures, and goals.
- Ability to deliver other people development activities if required e.g., communication, feedback and or difficult conversations training etc.
- Provide support to and upskill HR colleagues in leadership and people development best practice

The companies should have capability to support us both locally in Norway but also can support us in an international context. As such we require suppliers that can work solely in English, solely in Norwegian and can work in both English and Norwegian.

The total scope of the assignments to be given in the contract period (for the Framework agreements in total) is expected to be on the order of 4.000.000 – 18.000.000 NOK ex vat for the total contract period. Please note that there is a high degree of uncertainty concerning the volume of the contract. Previous experience indicates that the need can vary widely from year to year.

4 Assignments on the Framework Agreement

Norges Bank will enter Statement of Work (assignments) during the framework agreement period. Each assignment should agree separately and describe scope, delivery description and price. Assignments to the framework agreement must be made within the framework agreement period, but the termination of assignments may extend beyond the expiry of the framework agreement.

The agreement for Statement of Work assignments will the following documents apply (specified in order of rank)

- SOW
- Framework agreement with annexes
- The assignment agreement (SSA-O)

5 Termination of assignment

Unless otherwise agreed, Norges Bank may terminate the assignment in writing with 14 days' notice. Then the assignment will be terminated, and the fee will be settled pro rata in accordance with the stipulated payment terms, which include a 14-day supplement to ensure a considerate termination for candidates involved. Norges Bank may cancel assignments with immediate effect if the consultant does not comply with Norges Bank's ethical guidelines, or contract terms.

6 Mechanisms for mini-tender and assignments

During the framework agreement period, the assignments will be awarded after the completion of mini-tender. For the implementation of mini-tender, the contract will be awarded to the supplier who has the best price-quality ratio and meets any potential location or language-based requirements. The award criteria will be the same as during this procurement, but CVs are obtained with any references for the relevant candidate(s) for the assignment.

Norges Bank may also choose to meet with the organizations involved in the mini-tender as part of the quality evaluation. For assignments under NOK 100.000 ex VAT Norges Bank can enter into a SOW directly without conducting a mini-tender.

Norges Bank will provide individual assignment confirmations (SOWs) for each agreed assignment during the period, where the scope, delivery description and price are described and approved by the parties. Norges Bank reserves the right to request and evaluate more organizations if required.

Current award criteria for the mini tenders will be:

- Price
- Quality
- Potential location or language-based requirements

The relative weightings between these criteria will be set out in the invitation to mini-tender.

Norges Bank reserves the right to conduct interviews with offered consultants prior to the award of assignments. The choice of which criteria to use and the weighting between these may vary from mini-tender to mini-tender based on the individual assignment's nature and needs. The final choice of criteria and weighting will appear from the individual competition within the framework outlined above.

7 Impartiality

Norges Bank will pose strict criteria as a basis in determinations of whether possible impartiality-compromising situations, cf. Public Procurement Regulations, section 7-5, are present. If Norges Bank based upon an assessment of the Supplier's explanation and the circumstances otherwise concludes that an impartiality conflict exists, this will result in rejection.

The company is expected to have a policy and arrangement for surveying and assessing possible partiality or impartiality conflicts. An explanation must be given of precisely which impartiality conflicts may exist with a justification for why it is not viewed as being of such a nature that one is prevented from shouldering the commissioned task.

8 Police certificate of good conduct and credit assessment

Norges Bank may, pursuant to the Central Bank Act, section 2-15 and Regulation 2019-12-17-1880, require a police certificate of good conduct for the Supplier's personnel and possibly personnel of subcontractors who are performing tasks in connection with the Delivery, if security-related considerations dictate such.

With objective grounds, Norges Bank may procure credit information on the Supplier's personnel and possibly personnel of subcontractors who perform tasks in connection with the Delivery. Norges Bank may also perform other investigations such as for example information on residential address, checks of a valid ID, verification of education and work experience and other investigations if such are relevant. If security-related considerations dictate such, personnel of the supplier must be security-approved by Norges Bank before the task is commenced.

It is the tenderer's responsibility to contribute to the requisite investigations being able to be performed with respect to procedures prepared by Norges Bank. The Supplier is also obligated to sign the bank's non-disclosure declaration. In special instances, a security clearance will be required pursuant to the Act relating to preventive security services.

9 Norwegian freedom of Information Act

With statutory authority in the Norwegian Freedom of Information Act of 19.5.2006, section 23, third subsection, exceptions may be made for tenders and records pursuant to the code of regulations concerning public procurements until the selection of the supplier has been made.

With statutory authority in the Norwegian Freedom of Information Act, section 13, cf. the Central Bank Act, section 5-2, Norges Bank has a duty of confidentiality concerning information on "the business-related conditions of others". It is emphasized that it is the information subject to confidentiality in the document and not the document in its entirety that is subject to disclosure, cf. the Norwegian Freedom of Information Act, section 13. Tenderers are hence requested to themselves mark/censor precisely which information in the tender that must be deemed to be subject to confidentiality.

9 Duty of confidentiality

For employees and suppliers who perform work or service for Norges Bank, the duty of confidentiality follows from the Norwegian Act relating to Norges Bank and the monetary system (Central Bank Act), section 5-2. Subcontractors and third parties who become acquainted with information from the contractual relationship must be subjected to a duty of confidentiality corresponding to the duty of confidentiality established in the Central Bank Act, section 5-2.

The duty of confidentiality also remains in effect after the agreement has been ended. Employees or others who depart from their service with one of the parties also have a duty of confidentiality after they have departed. Employees of the supplier, subcontractors and possible third parties must sign a non-disclosure declaration formulated by Norges Bank.

10 Pay and working conditions and working conditions

In areas covered by the Regulations relating to general collective wage agreements Norges Bank sets requirements for pay and working conditions to be in accordance with the applicable regulations in areas covered by the Regulations relating to general collective wage agreements.

In areas that are not covered by regulations on generalized collective agreements, we set requirements for wages and working conditions in accordance with the current nationwide collective agreement for the industry in question. In this context, "wage and working conditions" means provisions relating to minimum working hours, wages including overtime supplements, shift and rota supplements, and inconvenience supplements, and the coverage of expenses relating to travel, food and accommodation, to the extent that the collective wage agreement contains such provisions.

If the supplier does not fulfill this obligation, Norges Bank has the right to withhold parts of the contract amount, corresponding to approximately twice the savings for the supplier, until it is documented that the situation has been rectified. The supplier and any subcontractors shall, upon request, document wages and working conditions for persons mentioned in the first paragraph.

11 Advertising

The Supplier is obligated to not conduct advertising or in some other manner to give the general public information concerning this agreement with its appendixes or the results of the agreement without the prior written approval of Norges Bank. The supplier is obligated to include a corresponding provision with respect to their subcontractors. If the Supplier participates in a competition pursuant to the Act and Regulations relating to Public Procurements and a client requests references from other clients, Norges Bank will upon request assess giving a reply concerning whether permission will be granted.

12 Ethical rules for contractors

The tenderer who is awarded the commissioned task must confirm in the contract that ethical rules for contractors apply for personnel carrying out the work with the supplier who have access to Norges Bank's premises or information systems.

13 Norges Bank's obligations

Norges Bank is obliged to arrange that the Supplier can carry out its work in an efficient manner.

14 The supplier's obligations

The supplier is obliged to treat Norges Bank as a priority customer.

The supplier shall provide consulting services as described in the call with any appendix. The consulting services shall be performed in a professional manner in accordance with the norms and guidelines that always apply in the industry. It is a prerequisite that the Supplier maintains a high professional level and always stays up to date in the subject area for those concerned the services. Norges Bank decides whether the assistance is to be carried out under the direction of Norges Bank or under the direction of the Supplier.

The supplier is responsible for the agreed consulting services being provided by the consultant (s) who the parties to the call have designated for the assignment. If the person quits their position at the supplier, reports sick, takes care leave or is absent due to of other conditions outside the Contractor's right of control, the Contractor is immediately obliged to replace the consultant with one alternative consultant with relevant competence background. Any costs of such exchange, e.g., for training, shall be covered by the Supplier. By training is also meant the time that passes to sit inside the work. Norges Bank may exempt the Supplier from providing replacement personnel in the event of absence, if the progress of the work indicates that the Supplier's personnel is not required during the current period.

Norges Bank does not assume employer responsibility for the personnel the Supplier uses to work for Norges Bank.

15 Prices and price adjustment

To be completed when entering into the agreement

Price adjustment

Prices can be adjusted up to once a year, for the first time at least one year after the agreement is entered into. Price adjustment must be in accordance with the consumer price index, the total index, and be notified in writing at least one month in advance with documentation of new prices.

If the supplier by written notice received by Norges Bank has not demanded a price adjustment within 6 months after the right to promote such a claim arose, the right to a price adjustment for this calendar year lapses.

16 Requirements for invoices to Norges Bank

To ensure efficient and correct processing, invoices sent to Norges Bank must be marked with at least **Cost center and Contact person**

It must be clearly stated in the invoice what is invoiced. The invoice must be due 30 days, in electronic trading format (EHF) to organization number: 937884117. Pending an EHF invoice the invoice can be sent by e-mail to: invoice-management@Norges-Bank.no. In the event of a claim for default interest, Norges Bank only pays the default interest rate applicable at any given time stipulated in the Act on interest in the event of late payment, etc., of 17.12.76. Invoices to Norges Bank shall not be charged an invoice fee or any other form of fee.

17 Power of attorney

Power of attorney The Supplier has no authority to bind Norges Bank by agreement in relation to third parties unless there is an express written power of attorney for this.

18 Defaults / disputes

In the event of non-compliance that is not specifically regulated in this agreement, the Purchase Act applies. Disputes between the parties regarding the interpretation or legal effects of this agreement shall be resolved through negotiations. If such negotiations do not take place within two months, each of the parties may bring the dispute before the courts for a decision. Lawsuits concerning disputes arising out of this contract shall be brought before The Oslo District Court.

19 Representatives of the parties

The supplier's representatives

Norges Bank's representatives

20 Signature

This agreement document has been prepared in two copies, of which the parties retain their respective.

.....

**MINI-TENDER
FOR LEADERSHIP AND PERSONAL DEVELOPMENT SERVICES**

[INSERT NAME OF MINI-TENDER]

In accordance with Clause 6 of the Agreement between Norges Bank and the Consultancy Company, we communicate our need for Services through invitation to participate in Mini-Tender.

The same invitation will be sent to all the counterparties with whom we have engaged through parallel Agreements for Leadership and Personal development services.

DESCRIPTION OF THE ASSIGNMENT

--

KEY RESPONSIBILITIES AND TASKS

--

MAIN QUALIFICATIONS AND SKILLS REQUIRED

--

LOCATION

--

INDICATED START DATE

--

ESTIMATED DURATION OF THE ASSIGNMENT

--

REQUIRED MINI-TENDER RESPONSE INFORMATION

--

INFO

Conflicts of interest

Contractors must not engage in any actions that may create or may appear to create, a direct or indirect conflict of interest between their own interests and the interests they are to protect as contractors engaged by Norges Bank. Contractors shall notify Norges Bank of any potential conflicts of interest.

AWARD CRITERIA AND WEIGHTING

Xx % Quality

•

Xx % Price

--

Xx % Potential location or language-based requirements

--

DEADLINE FOR SUBMITTING TENDER

XXXX

Tender shall be submitted by the Mercell portal

QUESTIONS

All questions regarding this minitender shall be addressed via the Mercell portal

VALIDITY OF TENDER

The tender shall be valid until **xx.xx.xx**

ADMINISTRATIVE INFORMATION

STATEMENT OF WORK TEMPLATE

STATEMENT OF WORK - LEADERSHIP AND PERSONAL DEVELOPMENT SERVICES

[INSERT NAME OF MINI-TENDER]

[Insert provider] incorporated and registered in [insert country] with Company Number [Insert] whose registered office is at [Insert address] (the “**Consultancy Company**”)

and

Norges Bank of Bankplassen 2, P.O. Box 1179 Sentrum, NO-0107 Oslo, Norway

have entered into a framework agreement dated [insert date] regarding the purchase of Leadership and personal development services. This Statement of Work is awarded under this framework agreement.

This Statement of Work is dated [INSERT DATE].

Capitalized words and expressions in this Statement of Work shall have the same meaning attributed to them in the Agreement. The terms of the Agreement shall apply to all Services provided under this Statement of Work.

1. DESCRIPTION OF THE SERVICES

2. START DATE, ESTIMATED DURATION OF THE SERVICES AND OPTION FOR NB TO EXTEND

The service described in this Statement of Work commences on [**month, date, year**] and automatically expires [**month, date, year**]

3. NAMES OF ASSIGNED PERSONNEL

4. FEES

Ex VAT

5. INVOICE

Invoices should be marked with:

Contact person and Cost center

Project

The invoice must clearly state the product or service billed for. Time sheets for work performed must always be attached. If invoicing Norges Bank for work related to several different projects/jobs.

Invoices are to be sent once per month, with payment due 30 days from the invoice date (Net 30), electronically in EHF format to Norges Bank, organization number 937884117.

Until the Contractor can issue EHF invoices, invoices may be sent by e-mail to:

invoice-management@Norges-Bank.no

6. REPORTING DETAILS AND CONTACT AT NORGES BANK

Norges Bank
Consultancy Company

7. NORGES BANK'S RESPONSIBILITIES

Norges Bank's responsibilities are set out in the Framework agreement.

8. TERMINATION

This Statement of Works may be terminated by the parties in accordance with Clause 5 (Termination) of the Assignment

This Statement of Work may be executed in counterparts.

Signed by the parties

Place and date _____

Norges Bank

Norges Bank

Consultancy Company



Data Processing Agreement

by and between

Norges Bank
Hereinafter "*Controller*"

and

[COMPANY]
Hereinafter "*Processor*"

1 Purpose of the Agreement

The Processor shall provide Controller services under the agreement entered into by and between the Processor as service provider and the Controller as client (hereinafter “the Master Agreement”). Performance of the services under the Master Agreement means that the Processor will process personal data on behalf of the Controller.

This Agreement (hereinafter “the Agreement”) regulates the processing of personal data. The Agreement shall ensure that personal data are processed in accordance with the provisions of:

- Acts and regulations relating to the processing of personal data
- Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data (General Data Protection Regulation – GDPR) (Collectively referred to as the “Privacy Regulations”)

In the event of any conflict between the Master Agreement and the Agreement with regard to the processing of personal data, the Agreement shall prevail.

The purpose of the processing, the categories of data subjects and the type of personal data to be processed are described in **Annex 1** to this Agreement.

The Processor’s services are described in the Master Agreement.

2 Guarantee

Through the present Agreement, the Processor guarantees that it will put in place suitable technical and organisational measures to ensure compliance with Privacy Regulation.

3 Duties of the Controller

The Controller is responsible for ensuring that there is a statutory authority for all processing of personal data and for determining the purpose and method for the processing of personal data by the Processor pursuant to the Agreement.

The Controller shall treat personal data in accordance with the privacy regulations in force at the time in question.

4 Duties of the Processor

4.1 Routines and instructions

The Processor shall process personal data only in the manner described in this Agreement. The Processor shall follow the routines and instructions for the processing that the Controller has decided shall apply at the time in question. The Processor may not process personal data in a manner other than what is necessary to provide the services under the Master Agreement, unless otherwise stated in the Controller’s documented instructions.

The Processor shall provide the Controller with reasonable assistance to ensure that the Controller complies with the provisions of the Privacy Regulations. The Processor shall notify the Controller without delay if, in the Processor’s opinion, the Controller’s instructions are at variance with the Privacy Regulations.

A change in the location where personal data are stored requires the prior written approval of the Controller before implementation.

The Processor shall not transfer personal data out of the EU/EEA area without the written approval of the Controller. If such a transfer shall take place, the Processor is obliged to ensure that there is a valid legal ground for the transfer as well as provide documentation establishing that the conditions for using this legal ground are met.

The Processor shall without undue delay reply to queries from the Controller regarding the processing of personal data. The Processor is further obliged to assist the Controller with access to the personal data as necessary. Queries to the Processor from others pertaining to this Agreement, including any requests from data subjects regarding access, rectification, erasure and other rights shall be forwarded to the Controller as expeditiously as possible.

The Processor shall ensure that personal data that are processed for the Controller are kept logically separate from its own and others' data.

The Processor shall have documented internal control routines for its processing of personal data and is obliged to submit this documentation to the Controller.

The Processor is obliged to ensure that all persons with access to personal data are familiar with the Privacy Regulations and the obligations pursuant to this Agreement.

4.2 Access to systems etc and access to data

The Processor shall have an overview of those employees and any contractors that are given access to the information system or to areas containing personal data and equipment on which personal data are stored. Access shall be restricted to employees with a work-related need for the information. All use of the information system shall be logged.

The Processor is obliged to grant the Controller access to its security documentation.

Unless otherwise agreed or pursuant to law, the Controller has the right of access to personal data processed by the Processor and the systems used for this purpose. The Processor is obliged to provide the necessary assistance in this regard. The Processor is obliged to assist the Controller with any access requests and other requests from data subjects associated with the processing of personal data.

A corresponding right of verification and access shall be granted to the Norwegian Data Protection Authority or other relevant supervisory body authorised to demand access to the Controller's activities. The right of verification and access includes the power to conduct on-site inspections. The Processor is also obliged to respond to direct queries and to submit documentation.

4.3 Duty of confidentiality

The Processor and its employees, including consultants and others engaged by the Processor are subject to a duty of confidentiality regarding matters with which they become familiar during the term of the Agreement. This information shall be kept confidential.

The Processor is obliged to ensure that all persons with access to personal data are familiar with the Privacy Regulations and the obligations pursuant to this Agreement, including the duty of confidentiality.

This provision also applies after the termination of the Agreement.

4.4 *Transfer of Personal Data outside the EEA*

The data processor shall not transfer personal data out of the EEA area without the prior written approval of the data controller. Transfer includes access (remote access) from countries outside the EEA. If the transfer is to take place, the data processor is obliged to ensure that there is a valid transfer basis as well as documentation that proves that the conditions for using the transfer basis have been met, including measures to ensure a satisfactory level of protection for personal data in third countries. This must be submitted to the Processing Officer for assessment before any approval is given. Further information shall be included in Appendix 4.

In connection with the transfer of Personal Data outside the EEA ("Third Country"), the Data Processor shall, when the Data Controller deems it appropriate, cooperate with the Data Controller to enter into data transfer agreements based on EU Standard Contractual Clauses (SCC) / EU standard privacy data transfer rules. to Data Processors established in Third Countries, or under agreements that replace or constitute an alternative to the transfer bases approved by the EU Commission.

Furthermore, the Data Processor shall enter into the written agreements and declarations that are necessary (according to the Processing Officer's assessment) to comply with the Privacy Act which deals with cross-border transfer of Personal Data, either to or from the Data Processor.

5 Use of subcontractors

If the Processor utilises a subcontractor or others who are not normally employees of the Processor, this must be agreed in writing with the Controller before the processing of personal data commences. The Processor shall not engage another subcontractor unless prior written permission has been obtained from the Controller. The same applies in the event of the replacement of a subcontractor engaged to process personal data on behalf of the Processor.

The Processor is responsible for ensuring that all parties performing engagements on behalf of the Processor that include use of personal data are aware of the Processor's contractual and statutory obligations and fulfil the terms and conditions pursuant thereto.

The Processor is accountable for subcontractors' performance of services and obligations under this Agreement in the same manner as if the Processor itself had performed the service or obligation, including infringements of privacy legislation or breaches of this Agreement.

The Processor may transfer personal data and/or other confidential information to subcontractors and third parties only to the extent necessary for performance of the Master Agreement or the Controller's documented instructions or compliance with an order mandated by law.

The Processor shall maintain a list of subcontractors used pursuant to this Agreement. The list of subcontractors shall appear in Annex 1 to this Agreement.

6 Information security

The Processor shall comply with the requirements for security measures under the current Privacy Regulations.

The Processor shall implement satisfactory technical, physical and organisational security measures to protect personal data covered by this Agreement against unauthorised or unlawful access, changes, erasure, damage, loss or inaccessibility.

The Processor shall document its own security organisation, guidelines for its security work, risk assessments, and established technical, physical or organisational security measures.

All transmission of personal data between the parties, either in the form of computer files or in another manner, shall be satisfactorily secured against unauthorised access. The same applies to agreed transmission or provision of access to a third party.

The Processor shall put in place continuity and contingency plans to deal with security incidents effectively.

The Processor shall provide its own employees sufficient information on and training in information security in order to ensure the security of personal data being processed on behalf of the Controller.

Documentation of compliance with the requirements for information security under this Agreement shall be made available to the Controller on request.

7 Discrepancies

Personal data breaches and other security breaches shall be treated as discrepancies. These include use of personal data or the information system that is at variance with established routines, this Agreement or the Privacy Regulations. The Processor shall have in place routines and systematic processes for following up discrepancies.

If a discrepancy is discovered, or if there is reason to believe a discrepancy exists, the Processor shall report the discrepancy to the Controller immediately, without undue delay and never later than 24 hours after the discrepancy occurred, notify the Data Controller of the discrepancy.

As a minimum, the notification shall contain information describing the security breach, the data subjects affected by the security breach, the personal data affected by the security breach, the immediate actions that were taken to deal with the security breach and the preventive measures, if any, put in place to avoid similar incidents in the future.

The Controller is responsible for forwarding notifications of security breaches from the Processor to the Norwegian Data Protection Authority. The Processor shall assist the Controller as needed to provide complete information to the Authority and data subjects.

The Data Processor shall immediately implement necessary and recommended remedial measures and shall cooperate fully with the Data Controller and make all reasonable and lawful efforts to prevent, minimize or correct the Deviation, including:

- a) investigate the Deviation and carry out analyzes to find the cause of the security breach;
- b) remedy the effects of the Deviation; and
- c) provide the Data Controller with reasonable assurance that it is unlikely that such a Deviation will occur again.

The data processor shall have in place routines and systematic processes to follow up Deviations, ie to restore normal condition, remove the cause of the Deviation and prevent recurrence.

The data processor shall as soon as possible submit a written report to the Data Controller. The report shall contain information on what measures the Data Processor has implemented to restore normal conditions, remove the cause of the Deviation and prevent recurrence. The Data Processor shall provide the Data Controller with all information necessary for the Data Controller to comply with applicable Privacy Act, and enable the Data Controller to answer questions from supervisory authorities. Contents of folders, communications, alerts, press releases or reports related to the Deviation must be approved by the Data Controller before they are published or communicated.

8 Responsibility

The parties' liability for damage to the registered or other natural persons and which is due to violation of the Privacy Regulations, follows the provisions of Article 82 of the Privacy Ordinance. Limitations of compensation in the Main Agreement do not apply to liability arising from Article 82 of the Privacy Ordinance.

The parties are individually responsible for infringement fines imposed in accordance with the nature of the Privacy Ordinance. 83.

9 Security audits

Security audits of systems and the Processor's obligations under this Agreement shall be conducted by the Processor at the written request of the Controller. Ordinary security audits under this Agreement may only be conducted once per calendar year. The Controller may conduct further security audits in the event of incidents or suspicion of incidents involving a security breach.

The Processor is obliged to make accessible all information necessary for demonstrating compliance with the provisions of this Agreement.

The Processor shall allow the Controller and the Controller's internal and external auditors to observe the Processor's performance of this Agreement. This also pertains to all other matters that the Controller and/or the Controller's auditors assume may be of importance for the performance of the Processor's obligations, or that are necessary for determining that work routines and procedures are carried out as specified in, and pursuant to, the requirements of this Agreement.

A corresponding right of verification and access shall be granted to the Norwegian Data Protection Authority or other relevant supervisory body authorised to demand access to the Controller's activities. The right of verification and access includes the power to conduct on-site inspections. The Processor is also obliged to respond to direct queries and to submit documentation.

The parties shall bear their own costs associated with the conduct of audits, unless the audit uncovers faults with and defects in the Processor's services. In that case, all costs shall be borne by the Processor.

10 Duration of the Agreement

This Agreement shall be in force as long as the Processor processes personal data on behalf of the Controller.

In the event of a breach of this Agreement or an infringement of the Personal Data Act, the Controller may order the Processor to refrain from further processing of data with immediate effect.

11 On termination

At the termination of this Agreement, the Processor is obliged to delete and return all personal data in accordance with best practice at the time in question, including copies of same that have been processed on behalf of the Controller and that are covered by this Agreement.

The Processor is obliged to delete or properly destroy all documents, data, storage media etc that contain (copies of) personal or other data covered by this Agreement and that the Processor is obliged to store pursuant to law. This also pertains to any back-up copies.

The Processor shall document in writing that deletion and/or destruction has been carried out in accordance with the Agreement within a reasonable period after the termination of the Agreement.

12 Communications and notifications

Communications and notifications under this agreement shall be sent in writing to the persons specified in Annex 2.

13 Choice of law and legal venue

The Agreement is subject to Norwegian law and the parties agree to Oslo District Court as legal venue [unless otherwise specified in the Master Agreement]. This also applies after the termination of the Agreement.

This Agreement is in two (2) copies, of which each party retains one.

Place and date

Controller

Processor

.....

(signature)
[Name]
[Title]

.....

(signature)
[Name]
[Title]

Annex 1 - Processing of personal data and subcontracting processors

Purpose of the processing

- | | |
|---|--|
| <input type="checkbox"/> HR and processing personnel data | <input type="checkbox"/> Control/compliance monitoring |
| <input type="checkbox"/> Operation of the bank | <input type="checkbox"/> Protection of assets and security measures |
| <input type="checkbox"/> Compliance with statutory requirements and protection of legal interests | <input type="checkbox"/> Research and analysis |
| <input type="checkbox"/> Other (please specify): | <div style="border: 1px solid black; height: 20px; width: 480px;"></div> |

Data subjects

- | | |
|--|--|
| <input type="checkbox"/> Employees of Norges Bank | <input type="checkbox"/> Employees' related parties |
| <input type="checkbox"/> Lessees | <input type="checkbox"/> Protection of assets and security measures |
| <input type="checkbox"/> Visitors | <input type="checkbox"/> The general public |
| <input type="checkbox"/> Other data subjects (please specify): | <div style="border: 1px solid black; height: 20px; width: 480px;"></div> |

Personal data

- | | |
|--|--|
| <input type="checkbox"/> Name | <input type="checkbox"/> Contact information |
| <input type="checkbox"/> Date of birth | <input type="checkbox"/> National identity number |
| <input type="checkbox"/> Employee information | <input type="checkbox"/> Information on assets |
| <input type="checkbox"/> Recruitment and hiring/employment documents | <input type="checkbox"/> Copy of identification documents |
| <input type="checkbox"/> Attendance and absence | <input type="checkbox"/> Physical access and access logs |
| <input type="checkbox"/> Use of mobile phones | <input type="checkbox"/> Use of computer system and Internet |
| <input type="checkbox"/> Travel information | <input type="checkbox"/> Photo/video |
| <input type="checkbox"/> Microdata | |
| <input type="checkbox"/> Other (please specify): | <div style="border: 1px solid black; height: 20px; width: 480px;"></div> |

Sensitive personal data

- | | |
|--|---|
| <input type="checkbox"/> Racial or ethnic origin | <input type="checkbox"/> Political opinions, philosophical or religious beliefs |
| <input type="checkbox"/> Health | <input type="checkbox"/> Sex life or sexual orientation |
| <input type="checkbox"/> Trade union membership | <input type="checkbox"/> Genetic or biometric data |
| <input type="checkbox"/> Criminal convictions and offences | |

Transfer basis

if personal data is transferred outside the EEA, Appendix 4 must be completed
(Transfer also applies to remote access from outside the EEA)

- | |
|---|
| <input type="checkbox"/> Adequacy decision: [fill in country] |
| <input type="checkbox"/> European Commission Standard Contractual Clauses (SCC) |
| <input type="checkbox"/> Binding Business Rules (BCR) |

Subcontracting processors

Org. name	
Address	
Country	
Org. no.	
Basis	[for transfer outside the EEA; transmission basis according to GDPR chapter V]
Processing	[what personal data is processed and the purpose of the processing]

Org. name	
Address	
Country	
Org. no.	
Basis	[for transfer outside the EEA; transmission basis according to GDPR chapter V]
Processing	[what personal data is processed and the purpose of the processing]

Annex 2

Contact information

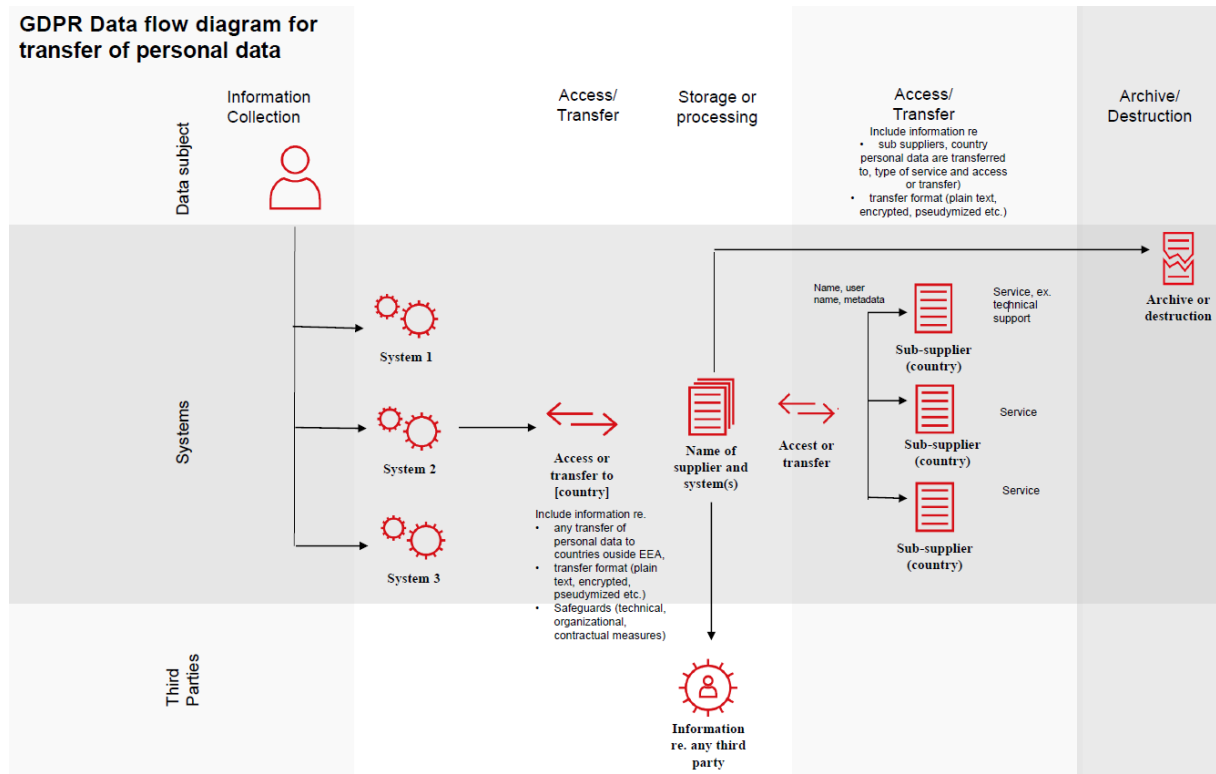
	Controller	Processor
Name		
Job title		
Telephone		
E-mail		

E-mail queries to be sent with copy to personvern@norges-bank.no

Annex 3

Form overview data flow

[Sample form - the supplier's answer is included here]



Annex 4

Level of protection of personal data

[If personal data is processed outside the EEA, a summary of the land assessment and a list of measures that have been implemented to ensure a sufficient level of protection for the personal data must be included here.

This also applies to remote access to from outside the EEA to personal data stored in the EEA, e.g. for maintenance and troubleshooting).]

Land assessment:

[to be filled in by transfer of or remote access to personal data outside the EEA]

Protective measures: [must always be completed]

- Organizational:
- Contractual:
- Technical:

Annex 5

Supplementary protection measures

1. Defense against disclosure and making available of data

In addition to clause 5 (d) (i) of the Standard Privacy Regulations entered into on [date], in the event that [Supplier] receives an order from a third party regarding the availability of data and / or personal data transferred in accordance with Standard Privacy Regulations, [Supplier]:

- (a) make all reasonable efforts to redirect third parties to request data directly from Customer;
- (b) notify Customer immediately, unless prohibited by applicable law to the requesting third party, and, if prohibited to notify Customer, make every lawful effort to obtain the right to waive the prohibition to communicate so much information as possible to the Customer as soon as possible; and
- (c) take all lawful measures to challenge the Order of Access on the basis of lack of legal basis under the law of the requesting Party, or relevant conflicts with the law of the EU or the law of the Member State in force.

It is emphasized that legal measures do not include acts that will result in civil or criminal punishment, e.g. contempt of court, under the laws of the relevant jurisdiction.

2. Indemnification of Customer

Pursuant to Articles 3 and 4, [Supplier] shall indemnify Customer for any material or intangible damage incurred by Customer and the data subject, which is caused by [Supplier's] availability of personal data about the data subject, as transmitted in accordance with Standard privacy provisions in response to an order from a government body outside the EU / EEA or bodies within prosecution and intelligence (an "Accessibility").

3. Terms of indemnity.

Indemnification in accordance with section 2 is conditional on the Customer determining that:

- (a) [Supplier] has completed an Availability;
- (b) The availability was based on an official order from a state body outside the EU / EEA or a body within prosecution and intelligence against the Customer or the data subjects; and
- (c) The availability caused the Customer material or intangible damage, e.g. in the form of claims from the registered or fines.

Notwithstanding the foregoing, [Supplier] has no obligation to indemnify the data subject under Article 2 if [Supplier] determines that the relevant Availability did not breach its obligations under the GDPR.

4. Extent of damage.

Indemnification pursuant to Article 2 above is limited to material and intangible damages as specified in the GDPR and the Personal Data Act, and excludes consequential damages and all other damages that are not due to [the Supplier's] breach of the GDPR.

This indemnity is not subject to any limitation of liability or ceiling that may otherwise have been agreed with [Supplier].

5. Notice of change.

In addition to Article 5 (b) of the Standard Privacy Regulations, [Supplier] agrees and warrants that there is no reason to believe that the law applicable to the sub-processor (s), including in countries to which the personal data is transferred either by themselves or through a sub-processor, the fulfillment of the instructions received from the data exporter and its obligations

under this Annex or the Standard Privacy Policy, and that in the event of a change in legislation is deemed to adversely affect the warranties and obligations set forth in this Annex or the Standard Privacy Policy, it will immediately notify the Customer of the change as soon as it is known, in which case the Customer has the right to stop the transfer of data and / or terminate the contract.

6. Cease.

This Annex shall automatically terminate if the European Commission, a competent supervisory authority of a Member State or a competent court of the European Union or a Member State approves another lawful transmission mechanism that will apply to data transmissions covered by the Standard Privacy Policy (and if such mechanism applies only to some of the data transmissions, this Annex will only terminate with respect to these transmissions) and which do not require the additional safeguards set out in this Annex.