



Tasking. Study on the management of hybrid threats in different countries.

On the Defence Commission

The Government of Norway has appointed a Defense Commission consisting of experts, politicians and professionals. Its mandate is to assess security and defense policy choices and priorities in order to safeguard Norwegian security in the next 10-20 years. Furthermore, the Commission shall identify consequences of such policy choices for the further development of the defense of Norway, and foster public debate by bringing new ideas to the fore. The Defence Commission will present its final report on 3 May 2023. Further details on the Commission and its mandate, are available at forsvarskommissjonen.no.

On sub-studies

In order to reduce uncertainty and shed light on possible future policy choices, priorities and consequences, the Commission has decided to order sub-studies in selected areas. Sub-studies shall be concrete and focused in such way that they can have direct value-added for the Commission, including for its final report and recommendations. Political, economic, technological and temporal realism will be key. Studies exceeding 50 pages shall contain a summary of key findings.

Theme

The sub-study on hybrid threats shall describe how the United Kingdom, Finland, Estonia and the Netherlands address such challenges, on a systemic level, i.e. how law, tools, sectoral responsibilities etc. are organised in order to effectively deter, detect and respond to hybrid threats.

The sub-study should shed light on questions such as:

- How is detection of hybrid threats organized in each of the four countries? What is the extent and nature of civil-military and public-private information sharing? What laws, systems and practices (existing or planned) promote joint awareness and effective decision-making?
- How is prevention and response organized in each of the four countries? Have tasks or sectoral responsibilities changed in recent years and in what way? How is the civilian-military division of labour across different parts of the conflict spectrum?

The sub-study should be structured in such way that it is easy to compare systems and practices between the four countries, and it should include a matrix of key findings at country level. It is desirable that the material is structured in a way that makes it easy to compare with Norwegian conditions.

Terms and conditions

Proposals shall be submitted to Kjetil.schie@forsvarskommissjonen.no and nina.borgen@forsvarskommissjonen.no within the deadline (see below).

Tender documents (in Norwegian) are available at forsvarskommissjonen.no. The following, while not a legal translation, offer a brief outline (in English) of key requirements, terms and conditions:

The sub-study has a budget limit of 250,000 NOK ex. VAT. Funds shall mainly be used for the actual work with the sub-study. This includes expenses for salaries, literature, participation in seminar and



conference activities, travel expenses for fieldwork, etc. The use of overhead expenses shall be limited to what is strictly necessary and in on circumstances exceed 25%.

The procurement is made in accordance with Norway's Law of June 17th 2016 on Public Procurement as well as Regulation on Public Procurement (FOA) FOR 2016-08-12-974, part 1. Universities, research institutions, centres of excellence and think tanks in the Euro-Atlantic region are invited to apply. Applications should not exceed 5000 words and must contain the following elements:

1. A description of how the applicant understands the tasking, how one will go about resolving it and what the main areas of the sub-study will be. (max. 3 pages)
2. A table of contents/outline of the sub-study with tentative page numbers (max. 2 pages)
3. An overview of person(s) involved in the sub-study, their background and how it relates to the tasking (max. 1 page)
4. Appendices: I) CVs, II) an overview of similar reports/taskings in the past three years, including references, III) a signed offer letter.

The contract will be awarded based on the following criteria:

Condition:	Details:
Professional background/merits 40%	The number of people involved in the study and their academic/professional qualifications in light of the tasking.
Quality of the proposal 60%	Adequacy of the submitted proposal/outline in light of the needs of the Commission.

The following deadlines apply:

Deadlines:	Deadline:
Questions on the tasking	22.04.2022 12:00
<u>Submission of applications</u>	<u>22.04.2022 12:00</u>
Review of applications	22.04.2022-29.04.2022
<u>Selection of contractor</u>	<u>29.04.2022</u>
Signing of contract	29.04.2022
Reconfirmation of offer	29.04.2022
<u>Submission of sub-study to the Commission</u>	<u>15.09.2022</u>

Questions can be directed to Kjetil.Schie@forsvarskommisjonen.no and Nina.Borgen@forsvarskommisjonen.no