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JOINT WARFARE CENTRE

EIKESETVEIEN 29 – PB 8080 – 4068 STAVANGER – NORWAY



IFIB-ACT-JWC-23-49

Exercise Support- Short Term
Operational Contractors Support 2.0 (STOC
2.0)

Version Number	Date	Description
1.0	04/06/2024	Solicitation Package Approved for publishing
2.0	02/07/2024	Amended max WU hours, to up to 12 and 6, from 13 and 6.5
		Change past performance to 5 years from 4 years.
2.1	10/07/2024	Typo related to duration of option years amended, minor updates to SOW Annex A-INTEL roles
2.2	15/07/2024	SOW Annex A EPF 2.7 - EU Citizenship requirement edited - EU Citizenship now required.
3.0	19/07/2024	<p>EPF 2.7 EU requirement edited - EU Citizenship reinserted after incorrect removal.</p> <p>EPF 3.2 Updated EPF 1.1 Updated EPF 8.7 Updated EPF 7.5 Updated EPF 7.6 Updated</p> <p>Annex C1 Update - To reflect updates at version number 2.0 Clarification provided over number of proposed candidates per EPF for Contract award purpose. Clarification provided over MPL Priority Order. Bid Submission Deadline - Update to 30th August. Clarification Deadline updated</p>
3.1	01/08/2024	Active Duty Service Personnel requirement (Page 51. Section 17) - further clarification provided

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1. PURPOSE

- a. The purpose of this Invitation for International Proposal (IFIB) process is to award one or more Indefinite Delivery Indefinite Quantity (ID/IQ) contracts for the provision of Exercise Support - Short Term Operational Contractors (STOCs) at the Joint Warfare Centre (JWC).
- b. The contract(s) will be awarded based on Technically Compliant Lowest Price and will be a Firm Fixed Price contract. Further information concerning the evaluation criteria can be found in Part 18.
- c. JWC is seeking contract support to continue the provision of exercise delivery with Short Term Operational Contractors for specific exercise events. Subject Matter Experts (SMEs) will be needed to fill multiple Exercise Play Functions (EPFs) as role players in the Exercise Control Organization (EXCON). Each exercise will have a unique combination of EPFs and thus, a unique set of STOCs depending on the scenario and exercise design.
- d. The Bidding Instructions should enable the bidders to prepare and submit their proposals for meeting the requirements of this IFIB-ACT-JWC-23-49.

2. TIMETABLE

Summary Timetable	Date	Comments
Notice of Intent Release	14 th June 2023	
Solicitation Release	04 th June 2024	
Bidder's Presentation	Expected publication date 17th June	In lieu of an in person bidders conference JWC will publish a PowerPoint providing additional information/context to the requirement from which potential bidders can submit questions.
Last date that bidder's may request clarifications	25th July 2024	Bidders are advised to check the JWC webpage on a regular basis for possible updates and clarifications.
Deadline for Submission of the Bids	30th Aug 2024	Tenders delivered by received via email by 13:00 CET .

Contract Award Committee Opening Session	3rd September 2024	Estimated
Completion Date and Signature of Contracts	October 24	Estimated

3. DEFINITIONS AND ABBREVIATIONS

- a. "Bid" means a submission of completed documents in response to this IFIB with the intent of participating in the competition for a contract award. Bid is used interchangeable with the term "Proposal".
- b. "Bidder" means the bidding entity that has submitted a bid in response to this IFIB. This term may be used interchangeably with the word "Supplier" or "Company".
- c. "Contracting Officer" or the "Purchasing & Contracting Officer" or "P&C" means the person executing and managing this contract on behalf of JWC. Only duly designated Contracting Officers have the authority to obligate JWC.
- d. "Contracting Officer Technical Representative" or "COTR" means a person appointed by the Contracting Officer for the purpose of determining compliance with the technical requirements of the contract. They are responsible for overseeing the execution of the contract. COTRs are authorized to make direct liaison with the Supplier but do not have delegated authority to make any commitments or changes that affect price, quality, delivery or other terms and conditions of the contract.
- e. "Exercise Play Functions" or "EPFs" means functions eligible for the use of STOCs such as role players, briefers, contributors to MEL/MIL scripting, and other types of exercise-related SMEs. Functions not considered include PE positions, management functions, Lecturers, Senior Mentors, Technicians or other supporting functions (CIS, RLS, Transportation and Supply).
- f. "HQ SACT" means the Headquarters, Supreme Allied Commander Transformation, located at Norfolk, VA, United States of America.
- g. "JWC" means the Joint Warfare Centre, located in Stavanger, Norway.

- h. "North Atlantic Treaty Organization" is hereafter referred to as "NATO".
- i. "Short Term Operational Contractor" or "STOC" means a subject matter expert (SME) within a certain area of competence who can contribute to a JWC exercise. Characteristically, a STOC is only engaged for a short period of time typically between 1-3 weeks for between **8-12 hours per day**, principally related to exercises events or preparation workshops.
- j. The term "days" as used in this IFIB shall, unless otherwise stated, be interpreted as meaning calendar days.

4. USEFUL WEB SITES

- a. The following web sites contain information that may prove useful to the Bidders;
 - i. NATO; www.nato.int
 - ii. JWC; www.jwc.nato.int
 - iii. Norwegian Tax Authorities; www.skatteetaten.no
 - iv. Norwegian Work and Welfare Authorities; <https://www.nav.no/>

5. ELIGIBILITY

- a. This IFIB is opened to Governmental or Commercial entities that:
 - i. Originate and are chartered/incorporated within NATO member nations.
 - ii. Maintain a professionally active facility (office, factory, laboratory, etc.) within NATO-member nations.
 - iii. Provide the funding for the aforementioned requirement.
 - iv. Have successfully performed at least one (1) contract within the last **five (5)** years for like services described in this IFIP/IFIB.
 - v. At the time of bidding, bidders must be legally authorised to operate this kind of business in any of the NATO-member nations.
- b. All proposed key personnel on this requirement must be citizens of a NATO member nation, exceptions may be granted following assessment of JWC Security Office.
- c. For bidding purposes, STOC candidates must currently have an Active NATO SECRET security clearance or equivalent national level at the time of bid proposal.
- d. Candidates whose clearance has technically ended in the last 18 months due to national rules stopping clearances at the end of

military service or current contract end, may apply if a copy of national level clearance can be shown sometime from the past 18 months.

- e. For the performance of task orders for the contract, the Companies' personnel who will deliver the services at JWC, must obtain a NATO SECRET security clearance or equivalent national level, not later than, 35 days prior to task order start date.

6. CLASSIFICATION

- a. This Invitation for International Bid (IFIB) is a NON SENSITIVE INFORMATION RELEASABLE TO THE PUBLIC document. However, it may make references to classified documents for which access and/or retention are subject to NATO and national security rules and procedures. JWC will not distribute these classified documents to prospective bidders nor will JWC consider any request for time extension to enable a prospective bidder to obtain these classified documents from national sources.

7. PARTIAL BIDDING

- a. Partial bidding is AUTHORIZED. Any partial bid submission must be for a minimum of 10 different EPFs.
- b. Contract eligibility for award, the partial bid must receive Best Value Priority 1, 2 or 3 rating for a minimum of 5 position descriptions to be eligible for IDIQ award offer (unless JWC judges it to be in its own interest).
- c. 57 Exercise Play Functions are listed in SOW - Annex A and will be competed independently of each other.

8. AMENDMENTS OR CANCELLATION OF THE IFIB

- a. JWC reserves the right to modify or delete any one or more of the terms, conditions, requirements or provisions of the IFIB prior to the date set for the bid closing.
- b. JWC reserves the right to cancel this IFIB, in its entirety, at any time. No legal liability on the part of JWC for payment of any sort shall arise and in no event will a cause of action lie with any bidders for the recovery of any costs incurred in connection with preparing or submitting a bid in response hereto. All efforts initiated or undertaken by the bidders shall be done considering and accepting this fact.

- c. JWC will inform the prospective bidders by email for any changes of this original document.
- d. If this IFIB is cancelled prior to the bid opening, the bids already received will be returned unopened to the senders.

9. COMPLIANCE

- a. Bidder's proposal must be based on a full compliance with the terms, conditions, and requirements of the IFIB and its future clarifications and/or amendments. The bidder may offer variations in specific implementation and functional details, provided that stated functional and performance requirements of the IFIB are fully satisfied.
- b. Each bidder will include in their bid a compliance statement in accordance with Part I, Annex A-1. The bidder shall list thereon, when applicable, all deviations from the Bidding Instructions (Part I), JWC General Provisions (Part II) and the Statement of Work (Part III). Failure to submit a completed compliance sheet may result in disqualification of the bid.
- c. In case of conflict between the compliance statement and the detailed evidence or explanations/ comments furnished, the detailed evidence/comments shall take precedence for the actual determination of compliance.

10. CURRENCY

- a. Bids must be submitted in Norwegian Kroner (NOK).
- b. All invoices and payments will be made in the currency agreed in the contract.
- c. Bank charges related to payments outside Norway will be charged to the supplier.

11. CONTENTS OF PROPOSAL

- a. The proposal will consist of three (3) separate envelopes (Administrative, Technical, Price) which will be submitted via email as PDF's / Excel Spreadsheet per these instructions.
- b. No hard copy proposals will be accepted.
- c. **Administrative Proposal:** Each prospective bidder shall include the following certifications, completed, signed and dated (wherever applicable) by the bidder with the minimum the following information:

- i. Bid Submission Form (Annex A-0)
 - ii. The Compliance Statement (Annex A-1)
 - iii. The Certificate of Legal Name of Bidder (Annex A-2)
 - iv. The Certificate of Independent Determination (Annex A-3)
 - v. The Certificate of Bid Validity (Annex A-4)
 - vi. The Certificate of Exclusion of Taxes and Charges (Annex A-5)
 - vii. The Certificate of Authorization to Perform (Annex A-6)
- d. **Technical Proposal:** Each prospective bidder shall include a technical proposal which includes as a minimum the following information:
- i. Description of the bidder's quality assurance & customer services methodology in line with the Statement of Work (Annex B-1- Company created – Max 5 pages of A4, Font Arial or Times new Roman, Font size 12)
 - ii. Candidate's resumes along with the corresponding Technical Evaluation Matrixes for each Exercise Play Function in accordance with SOW Annex A: Exercise Play Function Book. **(Annex B-2 – Company created & compiled). For initial Bid evaluation/award purposes a maximum of 5 Candidate Technical Matrix / CV will be accepted per EPF role.**
 - iii. Complete Summary EPF Candidate List (Annex B-2a)
 - iv. Past Performance Worksheet (Annex B-3)
 - v. The Technical Proposal must enable JWC to assess the supplier's current position in promoting quality and financial assurance.
- di. **Price Proposal:** The Price Proposals shall be made in accordance with the attached Bid Form (see Bidding Instructions, Annex C-1).
- i. The Bid Forms (Annex C-1) must be dated and signed by Bidder's authorised personnel. Proposed Work Unit (Standard & Remote) rates must be fully "loaded" [per diem, hotel costs, local transportation, incidentals, G&A, O/H etc.] Roundtrip return flight costs and leadership add-on are the only cost separated from the daily rate.

- ii. Price Proposal (Annex C-1) – Prices proposed shall be fixed and firm for the duration of the Contract.

12. BID SUBMISSION

- a. All Proposals shall be submitted in the English language.
- b. Proposals shall be submitted electronically in three separate emails containing relevant PDF documents and Excel Spreadsheet, one containing the Administrative Documents (PDF's), one containing the Technical Proposal (PDF's/Excel) and one containing the Financial/Price Proposal(Excel Spreadsheet).
- c. Each shall be e-mailed separately to:
 - i. Administrative proposal: Raymond.Darnell@jwc.nato.int
cc: AnneGrethe.Bjastad@jwc.nato.int and pcs@jwc.nato.int
 - ii. Technical Proposal: TechnicalProposal@jwc.nato.int, cc: Raymond.Darnell@jwc.nato.int and AnneGrethe.Bjastad@jwc.nato.int
 - iii. Price proposal: Priceproposal@jwc.nato.int
- d. E-mail subjects shall include the solicitation proposal type along with company name e.g. (IFIB-ACT-JWC-23-49_Administrative/Technical/Price Proposal_Company_Name). Allow sufficient time in your submission should you encounter e-mail size challenges.
- e. Due to size limitation, if a single email is undeliverable the bidder must indicate the total number of emails in the subject line along with the information in 12.d. Eg. IFIB-ACT-JWC-23-49_Administrative Proposal_Company_Name- Email 1 of 4

13. LATE PROPOSALS

- a. Proposals received after the established closing date/time will be considered late.
- b. It is solely the bidder's responsibility that every effort is made to ensure that the proposal reaches JWC prior to the established closing date and time.
- c. Late bids will be referred to the CAC who will determine whether they will still be evaluated; a statement from the bidder explaining the reason for the delay may be requested.

- d. Note that a delay in an e-mail exchange due to server or size restrictions does not constitute a delay by NATO.

14. BID WITHDRAWAL

- a. A bidder may withdraw his proposal up to the date and time specified for the bid closing, by written notice to JWC Contracting Officer.
- b. A bid withdraw will be annotation on the Contract Award Record.

15. BID CLOSING DATE

- a. Proposals must be received at JWC **no later than 13:00 hours (CET) 30-08-2024**. At that time and date, bidding will be closed.

16. BID VALIDITY

- a. Proposals submitted shall remain valid for a period of one hundred and twenty days (120) from the applicable closing date set forth within this IFIB.
- b. JWC reserves the right to request an extension of validity if an award decision cannot be made within this time. Bidders will be entitled to either grant or deny this extension of validity. JWC will interpret a denial as a withdrawal of the proposal.

17. DURATION OF THE CONTRACT

- a. The contract awarded through this IFIB will be for an initial period effective from the date of last signature of one year (12 months), with the option to extend the contract in the form of four (4) 12-month extension options.
- b. Notice of execution of the optional year(s) will be provided in writing by the Contracting Officer no later than 60 days prior to current contract expiration date.

18. BID EVALUATION

- a. The evaluation of Proposals and the determination as to the responsiveness and technical adequacy of the services offered will be the responsibility of JWC Contract Award Committee (CAC) and shall be based on information provided by the bidders.
- b. JWC is not responsible for seeking any information that is not easily identified and available in the proposal package.
- c. Due to the highly technical nature of this requirement, JWC reserves the right to conduct pre-award discussions with

proposed key personnel to accurately assess identified technical competencies. Discussions will be limited to scope of this IFIB.

- d. JWC CAC will make the evaluation of bids solely on the basis of the requirements specified in this IFIB.
- e. JWC reserves the right to negotiate minor deviations to the listed General Terms and Conditions to this IFIB.

19. ADMINISTRATIVE PROPOSAL EVALUATION

- a. Administrative proposals shall be evaluated as follows;
 - i. Fully completed bid (Administrative, Technical and Pricing) submission received by bid closing date.
 - ii. Proposal contains fully signed documentation detailed in section 11.C.
 - iii. Clarification as determined may be conducted.
 - iv. Acceptance of JWC General Terms and Conditions.

20. TECHNICAL PROPOSAL EVALUATION

- a. The evaluation of technical quality will be based on the ability to meet the purpose of the contract as described in the Statement of Work (SOW). To this end, the technical proposal shall contain the following information to allow evaluation of the bid according to the technical criteria:
 - i. Description of the bidder's quality assurance & customer services methodology in line with the Statement of Work (Supplier-created Annex B-1) which will be evaluated as compliant/non-compliant. A compliant response is one that provides the technical evaluator with confidence that the Supplier quality assurance methods/process/framework and customer service methodology will adequately support the Supplier in delivering this service to JWC. This document shall be no longer than 5 sides of A4 (font Arial or Time New Roman and max of font size 12).
 - ii. The bidder's submission for Annex B-3 (Past Performance Assessment) will be evaluated as a compliant/non-compliant. Minimum 1 similar past performance effort in the last 5 years delivering similar services.
 - iii. The bidder must provide at least 1 proposed candidate's resume per EPF bid (max 5 per EPF) and fill-in the corresponding Technical Evaluation Matrix to clarify how the candidate(s) meets acceptability for each Exercise Play Function for consideration of award (Statement of Work- Annex A)

- iv. Bidders must offer candidates on a minimum of **10** Exercise Play Functions and must achieve Priority 1, 2 or 3 on a minimum of **5** Exercise Play Functions based on base year pricing submitted in order to be considered for award. (Exception: unless it is in the best interest of the Joint Warfare Centre.)
- v. Any candidate who meets all the technical requirements in their corresponding Technical Evaluation Matrix will be considered an “accepted resume”. Candidates will be evaluated as compliant/ non-compliant.
- vi. Bidders must supply a copy of NATO SECRET or National equivalent clearance with each submitted candidate’s resume. Candidates without a copy of their clearance will be deemed Non-Compliant.
- vii. Candidates whose clearance has technically ended in the last 18 months due to national rules stopping clearances at the end of military service or current contract end, may apply if a copy of national level clearance can be shown sometime from the past 18 months.
- viii. For the performance of task orders for the contract, the Companies’ personnel who will deliver the services at JWC, must obtain a NATO SECRET security clearance or equivalent national level, not later than, 35 days prior to task order start date.

21. FINANCIAL PROPOSAL EVALUATION

- a. The financial evaluation will be made on the basis of the pricing offered in Annex C-1 Financial Proposal.
- b. The financial proposal should be presented in the format provided in Annex C-1. This form should not be altered by the Bidder.
- c. Prices must be quoted in NOK. Prices submitted in any other currency will result in the proposal being deemed non-compliant.
- d. Prices must be quoted free of all duties, taxes (such as VAT) and other charges.
- e. Master Priority List
 - i. A Value Rate will be determined by using the following formula;
 - 1. 85% of Standard Work Unit (WU) Cost + 15% of Remote WU Cost (For applicable roles, if no remote

WU is requested on Pricing Annex then 100% of WU cost will be taken) = Averaged WU (aWU)

2. Europe to Europe and Europe to America Travel Costs will be added together and divided by 2 equalling an Averaged Travel costs (aTC)
 3. Leadership Add on will be added for applicable roles.
 4. Night Shift WU cost will be calculated by applying the percentage (%) premium to the full Standard WU cost. This is known as nWU.
 5. $aWU + nWU + aTC + (\text{Leadership supplement (Only for applicable EPF)}) = \text{Value Rate for that EPF.}$
- ii. The Lowest Price (by comparing the Value Rates) offered per EPF that is technically compliant will result in bidder being selected priority 1, second lowest price priority 2, third lowest price priority 3 for that EPF.
 - iii. Bidders must achieve a minimum of priority 1, 2 or 3 based on Base year pricing to be considered for Contract award.
 - iv. The Master Priority list will be assessed for each Contract Year based on the fixed firm pricing submitted as part of the bid in Annex C-1. Therefore, a bidders priority ranking may vary year by year.

22. CLARIFICATION OF PROPOSALS AND DISCUSSIONS

- a. During the proposal evaluation process, JWC reserves the right to discuss any proposal with the bidders in order to clarify what is being offered (technical capabilities, financial information, investment plan, etc.) and to resolve any potential areas of non-compliance. However, no change to the content of the proposal (technical, financial, etc.) shall be permitted.

23. COMMUNICATIONS AND CONTACTS FOR CLARIFICATION

- a. Any communications related to this IFIB, between a prospective bidder and JWC shall only be through the JWC Contracting Officer and/or JWC Contracting Specialist; only such persons may, during the solicitation and evaluation period, answer inquiries regarding this IFIB.
- b. There shall be no contact with regards to this IFIB with other JWC or NATO personnel. This is to maintain all bidders on an equal and competitive footing.

- c. JWC reserves the right to disqualify any bidder's proposal where there is evidence of a breach of section 23(b).

24. BIDDERS REQUESTES FOR CLARIFICATIONS

- a. Bidders should seek clarification as soon as possible. Any explanation desired by a bidder regarding the meaning or interpretation of this IFIB, specifications etc., must be requested in writing (email) to the Contracting Officer and/or Contracting Specialist. The last day for clarification questions to be submitted will be the **25th July 2024**.
- b. It is the Contracting Officers exclusive right to deny or grant an extension of the closing date.
- c. Information in response to all inquiries / requests for clarification to a prospective bidder shall be furnished to all prospective bidders at the following link: <http://www.jwc.nato.int/index.php/organization/contracting#Procurements> as an anonymized Questions and Answer Addendum.
- d. All such addendums and any necessary solicitation amendments shall be incorporated into this IFIB. Oral Interpretations shall not be binding.

25. BIDDERS CONFERENCE

- a. In lieu of a Bidders Conference a PowerPoint presentation will be uploaded providing additional context to the requirement.
- b. Bidder are able to submit any questions they deem relevant.
- c. Questions should only be sent via email to all of the Points of Contact in as detailed in Section 26.
- d. A copy of any presentations given and a record of questions and answers shall be published for all potential Bidders to review.

26. POINTS OF CONTACT

- a. Raymond Darnell, Contracting Officer
Tel: +47 52 87 92 88
E-mail address: Raymond.Darnell@jwc.nato.int
- b. Anne Grethe Bjåstad, Contracting Admin / Buyer
Tel: +47 52 87 92 97
E-mail address: AnneGrethe.Bjastad@jwc.nato.int
- c. All correspondence should also be copied to the following group email box: pcs@jwc.nato.int

ANNEXES:

PART I Annex A-0 Bid Submission Form
PART I Annex A-1 Compliance Statement
PART I Annex A-2 Certificate of Legal Name of Bidder
PART I Annex A-3 Certificate of Independent Determination
PART I Annex A-4 Certificate of Bid Validity
PART I Annex A-5 Certificate of Exclusion of Taxes and Charges
PART I Annex A-6 Certificate of Authorization to Perform
PART I Annex B-3 Past Performance
PART I Annex B2a – Summary of Candidates
PART I Annex C-1 Financial Proposal
PART III – Annex A –Exercise Function Playbook –
All Annexes located in Separate PDF/ZIP file



Joint Warfare Centre

Stavanger, Norway



IFIB-ACT-JWC-23-49

Exercise Support- Short Term
Operational Contractors Support 2.0 (STOC 2.0)

PART II GENERAL PROVISIONS SECTION A - GENERAL
TERMS AND CONDITIONS JWC-23-C-008

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1. ORDER OF PRECEDENCE

In the event of any inconsistency in this contract, unless otherwise provided herein, the inconsistency shall be resolved giving precedence in the following descending order:

- 1st Purchase Order Terms
- 2nd Special Terms and Conditions (Part II – Section B)
- 3rd These General Provisions (Part II – General Provisions))
- 4th The Statement of Work (Part III)
- 5th The formal Bid or Proposal accepted by JWC

2. DEFINITIONS

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

- a. “**Acceptance**” means the action by which the JWC acknowledges that the Supplier has fully demonstrated that the Supplies delivered are complete and operational.
- b. “**JWC**” means the Joint Warfare Centre. Joint Warfare Centre (JWC) is set up by the North Atlantic Council under Article 14 of the Protocol on the Status of International Military Headquarters, 1952), (Paris Protocol).
- c. “**Contracting Officer**” means the person executing and managing this contract on behalf of JWC.
- d. “**Contract**” means the contractual instrument (purchase order or written agreement) to which these General Rules and Conditions applies.
- e. “**Delivery**” means, as applicable, the exact or latest possible date(s) by which the Supplier shall deliver Supply (Goods or provide the Services) to the JWC under the Contract.
- f. “**NATO**” means the North Atlantic Treaty Organisation.
- g. “**Supplier**” means a party that supplies Goods or Services.
- h. “**Day**” means any calendar day.
- i. “**COR/COTR**” means the Contracting Officer’s Representative.
- j. “**Force Majeure**” means an event or effect that can be neither anticipated nor controlled, provided that such event or effect is not attributable to the fault or negligence of the Supplier and cannot be prevented by it. The term includes both acts of nature (e.g., floods and hurricanes) and acts of people (e.g. riots and wars). Neither strike nor labour stoppages by the Supplier’s workforce nor civil unrest shall constitute Force Majeure.

- k. **"Goods"** means any and all of the products to be supplied by the Supplier to the JWC under the Contract, including any replacement parts furnished pursuant to a warranty or otherwise, regardless of whether the price(s) for such Good(s) is or are separately indicated.
- l. **"Sub-Contractor"** means a Third Party who has entered into an agreement with the Supplier for the provision of Supply under this Contract.
- m. **"Subcontract"** means, except as otherwise provided in this Contract, any agreement or contract made by the Supplier with any other party in fulfillment of any part of this Contract, and any agreement, contract or subcontract hereunder.
- n. **"Work"** means all work which the Supplier shall perform or cause to be performed under this Contract.
- o. **"Supplies"** means the Services and the Goods identified in the Contract.
- p. **"Services"** means any and all services to be provided by the Supplier to the JWC under the Contract, including but not limited to applicable consultancy, report, design work, creation or licensing of intellectual property, training, installation, maintenance, repair or other after-sales service.
- q. **"Purchase Order"** means the contractual document used by JWC to order supplies and services.

3. AUTHORIZATION TO PERFORM

- a. The Supplier warrants that:
 - (1) it and its Sub-Contractors, if any, have been duly authorized to provide the required goods and services and to register and deliver it in Norway;
 - (2) it and its Sub-Contractors, if any, have obtained or will obtain all necessary licenses and permits required in connection with the Contract;
 - (3) it and its Sub-Contractors, if any, will fully comply with all the laws, decrees, labor standards and regulations of Norway during the performance of the Contract; and
 - (4) attainment of any license, permit or authorization that is required for provision of the Supplies shall be sole obligation of the Supplier.
 - (5) In line with these contractual terms and conditions, the supplier must provide the details/paperwork of your corporate registration. The

required documentation must be provided at your earliest opportunity but not later than 01/10/2024.

4. SUPPLIER'S STATUS AND AUTHORIZATIONS

- a. The Supplier and/or its personnel nor its Sub-Contractors, if any, shall not be considered in any respect as being employees, organs or agents of the JWC or NATO. Nothing in this Contract shall be construed as creating a partnership or joint venture of any kind. Neither Party shall be authorized to bind the other Party legally, financially or otherwise except as explicitly indicated in the Contract.
- b. No NATO privileges or immunities will be granted to Suppliers or its personnel. The SUPPLIER's personnel cannot become members of NATO MWA funded activities, e.g. Jåttå Community Club, Jåttå International Women's Club, or the Sports Clubs.
- c. The NATO SOFA or Paris Protocol does not apply to the Supplier or sub-contractor, or to their respective personnel. Work permits and residency permissions must be obtained in accordance with Norwegian law where applicable.

5. ASSIGNMENT AND SUB-CONTRACTING

- a. The Supplier shall not assign, transfer, pledge, subcontract or make other disposition of the Contract either in whole or in part except with the express written consent of the JWC and in accordance with the following reservations:
 - a. any modifications, including changes, additions or deletions and instructions under this Contract shall not be binding unless agreed in writing by the Contracting Officer.
 - b. Sub-Contractors' personnel shall be nationals of NATO member States, unless specifically authorized by the Contracting Officer.
 - c. the Supplier shall determine that any Sub-Contractor proposed by him for the furnishing of Supplies which shall involve access to classified information in the Supplier's custody has been granted an appropriate security clearance by the Sub-Contractor's national authorities, which is still in effect, prior to being given access to such classified information.
 - d. the Supplier shall be fully responsible for its Sub-Contractors and in any Subcontract shall bind the Sub-Contractor by the same terms and conditions by which the Supplier is bound under the Contract. Any subcontracting shall not relieve the Supplier from any liability or obligation under the Contract.

6. GUARANTEES OF THE SUPPLIER

- a. The Supplier declares that the Supplier, its employees and Sub-Contractors:
 - (1) are of the quality(ies), quantity(ies) and description(s) required by, and conform to the terms or reference or technical specification of the Contract;
 - (2) fully comply with applicable laws, directives, rules and regulations; and
 - (3) are free from any right or claim of a third party, including rights based on industrial or intellectual property.
- b. The Supplier further declares that:
 - (1) it is competent to perform the Services; and
 - (2) it has necessary associated capacities and qualifications, including knowledge, certifications, skills and personnel.

7. SERVICE AND PARTS AVAILABILITY

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

8. NOTICE OF SHIPMENT

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

(7) Name and address of Carrier, mode and date of shipment with waybill Number;

(8) Customs documents required by the Supplier (if applicable).

9. SECURITY

- a. The Supplier shall comply with all security requirements prescribed by the JWC and the National Security Authority or designated security agency of each NATO country in which the Contract is performed.
- b. The Supplier shall be responsible for the safeguarding of NATO classified information, material and equipment entrusted to him or generated by him in connection with the performance of the Contract.
- c. Any known or suspected breaches of security or other matters of security significance is a violation of the professional confidentiality between the Parties, and may constitute a criminal offence under Norwegian law. Violations are to be reported immediately to the other Party by the Party, who becomes aware of the violation, and to the appropriate authorities in order to institute investigations.
- d. If security violations occur, the Party being exposed to the violation is entitled to immediately declare the Contract void, and to claim penalties and compensation as set out in Article 22 below.

10. ACCEPTANCE

- a. Acceptance or rejection of the Supplies shall be made as promptly as practicable after delivery, except as otherwise provided in this Contract.
- b. Acceptance shall be conclusive, except for latent defects, fraud, gross negligence amounting to fraud, or otherwise stated in the Contract. The formal Acceptance will take place when the following requirements have been met:
 - (1) availability at final destination of all Supplies;
 - (2) successful completion of acceptance testing;
 - (3) verification of the inventory;
 - (4) satisfactory completion of all training or other services, if any, required by that date; and
 - (5) agreement between the JWC and the Supplier on a discrepancy list (if necessary) and corresponding clearance dates.
- c. When discrepancies exist and if these do not prevent satisfactory use or operation of the Supplies, the JWC may declare the acceptance provisional. In this case the JWC is authorized to withhold from payment an amount commensurate with the importance of the discrepancies but in any case not less than ten (10) percent of the total contract value and this until all discrepancies have been cleared; at that time the Acceptance becomes final.

11. OWNERSHIP

Unless specified elsewhere in this Contract, title to Supplies furnished under this Contract shall pass to the JWC upon Acceptance, regardless of when or where the JWC takes physical possession.

12. WARRANTY

1. The Supplier issues a warranty on the product for a period of 5 (five) years (warranty period), from the date of Delivery and Acceptance, certifying that the product fulfils the agreed standards. Under the warranty the Company is obliged to repair or put into working order any fault or defect at Company's own expense, no matter when JWC – within the warranty period notifies Company of the fault or defect.
2. The provisions of this Article are equally applicable to any item replaced or repaired under warranty.
3. The Supplier is liable for any and all faults or defects depreciating value or affecting the usability of the Supplies and depreciating or compromising the standards as defined in the Contract, or by Norwegian Law.
4. The warranty applies to all faults or defects as described in this paragraph, and reported by the JWC before the expiration of the warranty period. The procedure shall be as follows:
 - 1) JWC is obliged to notify the Company in writing, of any fault or defect no later than 14 (fourteen) days after the JWC has identified or discovered the fault or defect.
 - 2) In case the Supplier is unable to replace or repair faults or defects occurring within the warranty period, the JWC is entitled to:
 - i) Replacement product with equal or better specification;
 - ii) reduce the payment corresponding to the loss of functionality and technical value, provided that the fault or defect is only partly and does not affect the general usability of the Supplies;
 - iii) If the fault or defect affects the general usability of the Supplies, set aside and declare the Contract void and subject to compensation, or request another company to do the remaining and necessary works at Supplier's expense.
 - 3) Repairing of the defect should be reported in a protocol.
 - 4) In case of a provisional acceptance the warranty period starts at the date of provisional acceptance and ends 5 (five) years after the date of provisional acceptance.

- 5) Failure to agree upon any determination to be made under this Article shall be a dispute concerning a question of fact within the meaning of the "Disputes" Article of this Contract.
- 6) The rights and remedies of the JWC provided in this Article are in addition to and do not limit any rights afforded to the JWC by any other Article of the Contract.
- 7) The warranty period shall be extended by a period equal to the time taken by the Supplier to repair or replace the item (Supplies) under warranty.

13. EXPORT CONTROL

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

14. JWC REGULATIONS

- a. The Supplier shall comply with the applicable provisions of JWC regulations and Directives as communicated to it by the Contracting Officer.

15. SUPPLIER NOTICE REGARDING DELAY

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

16. NOTICE OF ASSISTANCE WITH RESPECT TO PATENT AND COPYRIGHT INFRINGEMENT

- a. The Supplier shall report to the Contracting Officer, promptly and in reasonable written detail, each notice or claim of patent or copyright infringement based on the performance of this Contract of which the Supplier has knowledge.
- b. In the event of any claim or suit against the JWC on account of any alleged patent or copyright infringement arising out of the performance of this Contract or out of the use of any Supplies furnished or Work or Services performed hereunder, the Supplier shall furnish, free of charge,

to the JWC, when requested by the Contracting Officer, all evidence and information in possession of the Supplier pertaining to such suit or claim.

- c. This Article shall be included in all Sub-Contracts.

17. INTELLECTUAL PROPERTY

- a. Unless the Supplier has advised the JWC before the acceptance of the Contract on existing third parties or Supplier's rights arising otherwise than by virtue of this Contract, and with due regard to national security regulations, all rights in the results of work undertaken by, or on behalf of, the JWC for the purpose of this Contract, including:
- (1) any technical data specifications, report, drawings, computer software data, computer programs, computer databases, computer software, to include source code, resulting from performance of experimental, developmental, integration, testing, or research work which was specified as an element of performance in this Contract, documentation including software documentation;
 - (2) design data, specifications, instructions, test procedures;
 - (3) training material produced or acquired in the course of such work without prejudice to the residual rights of the Supplier to use the same or similar materials on future occasions in connection with work carried out for the JWC;
 - (4) Plans, drawings, manuals or instructional materials prepared or required to be delivered under this Contract for implementation management, installation, operation, maintenance and training purposes; and
 - (5) in particular, all rights, including copyright therein, will vest in and be the sole and exclusive property of the JWC.
- b. Technical data and software delivered under this Contract shall be marked with the number of this Contract, name of the Company and the rights transferred to JWC.

18. SOFTWARE RELEASES AND UPDATES

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

19. QUALITY ASSURANCE AND CONTROL; AUDIT

- a. The Supplier shall have established a quality assurance system based on ISO 9000 Standards as applicable to the work, describing in which manner the Supplier will secure that the work will satisfy all quality requirements. Such system shall be subject to JWC's review and the JWC has the right to audit the Supplier's quality assurance system at any time during the term of the Contract.
- b. As a part of the quality assurance system the Supplier may be required to issue a Status Report on a regular basis. Typically such Report should contain the following:
 - (1) Summary of work completed in the reporting period,
 - (2) Current and/or anticipated problems/deficiencies, if any;
 - (3) Closing date(s) for open issues, if any;
 - (4) Comments/Queries.
- c. JWC reserves the right to inspect any facilities required by the Supplier or to fulfil the obligations of this Contract, at any time.
- d. The JWC audit personnel or any person designated by the Contracting Officer shall have the right to inspect or audit the Supplier's account books and to make such inspections or audits as may be considered necessary to verify and ensure strict compliance with all provisions of this Contract and with the applicable JWC Directives.
- e. The Supplier agrees that the JWC or any of its duly authorized representatives shall, until the expiration of 5 (five) years after final payment under this Contract, have access to and the right to examine any pertinent books, documents, papers, and records of the Supplier involving transactions related to this Contract. The Supplier further agrees to include in all his Sub-Contractor(s) hereunder a provision substantially set for in this paragraph.

20. QUALITY IMPROVEMENT

- a. If the quality inspections and assessments show a need for improvement the Supplier shall submit an action plan to the Contracting Officer. The

plan shall contain information on how the Supplier will solve the issues and a time schedule for implementation of the improvements. The plan must be approved by the Contracting Officer in writing.

- b. The Supplier shall keep up with developments in its professional field and, subject to the written approval of the Contracting Officer, make changes to improve and develop the services provided to the JWC.

21. HEALTH, SAFETY AND INCIDENT PREVENTION

- a. The Supplier is obligated to ensure that personnel working inside the JWC areas are working in accordance with applicable national or local laws, codes and/or regulations as well as JWC Directives and Standard Operating Procedures (SOPs). If the Contracting Officer notifies the Supplier in writing of any non-compliance in the performance of this Contract, with safety and health rules and requirements and the Supplier fails to take immediate corrective actions, the Contracting Officer may order the Supplier to stop all or part of the Work until satisfactory corrective action has been taken. Such order to stop Work shall not entitle the Supplier to an adjustment of the price or other reimbursement for resulting increased costs, or to adjustments of the delivery or performance schedule.

22. PENALTIES

- a. If, JWC impose penalties on the Supplier, such penalties shall amount to 0.5% (zero point five percent) of the total contract price for each Day following the delivery date(s) specified in the Contract, not to exceed 10% (ten percent) of the total contract price. The penalties for the delay may be deducted by the JWC from any sum(s) due, or to become due, to the Supplier.

23. DELAY NOT ATTRIBUTABLE TO THE SUPPLIER

- a. If at any time the Supplier is delayed in providing the Supplies or in fulfilling any other obligation under the Contract due to any cause beyond the Supplier's reasonable control, including but not limited to Force Majeure, the Contracting Officer may, by written notice, extend the delivery date(s) or fulfilment of any other obligation for such period of time as the JWC grants at its sole discretion.

24. INDEMNITY

- a. The Supplier shall indemnify and hold the JWC and its personnel, agents and employees harmless from any and all claims, suits, demands, liabilities, damages, losses and expenses of any nature or kind arising from:
 - (1) any personal injury or damage of any property arising out of or in any way connected with any act or omission by the Supplier and/or the Contractors in the provision of services under the Contract, unless it

is caused from negligence on the part of the JWC and/or JWC's personnel;

- (2) any taxes or other payments owed by the Supplier and/or the Contractors to any governmental agency as a result of any services provided hereunder, and any compensation owed to any employee of the Supplier for services provided hereunder;
- (3) any claim by any third party that the Supplies, the Work or materials provided hereunder infringes a copyright, patent, trade secret or other intellectual property right of such third party;
- (4) acts or omissions of the Supplier or its employees, agents and Sub-Contractors in the performance of the Contract.

25. TERMINATION FOR CONVENIENCE OF JWC

- a. The Contracting Officer reserves the right to terminate this Contract, or any part hereof, for its sole convenience by serving a 30 (thirty) Day written notice to the Supplier.
- b. In the event of such termination, the Supplier shall immediately stop all Work hereunder and shall immediately cause any and all of its suppliers and Sub-Contractors to cease work.
- c. Subject to the terms of this Contract, the Supplier shall be paid a percentage of the Contract price reflecting the percentage of the Work performed prior to the notice of termination, plus reasonable charges the Supplier can demonstrate to the satisfaction of the JWC using its standard record keeping system have resulted from the termination, but in no case shall the total amount of payment to the Supplier exceed the agreed Contract price.
- d. The Supplier shall have no claim for damages, compensation, loss of profit or otherwise except as provided in this Article.
- e. The Supplier shall continue the performance of this Contract to the extent not terminated under the provision of this Article.

26. TERMINATION FOR DEFAULT

- a. The Contracting Officer may, subject to the provisions of paragraph c. below, by written notice of default to the Supplier, terminate the whole or any part of this Contract in any one of the following circumstances:
 - i. If the Supplier fails to make delivery of the Supplies or to perform the Work within the time specified herein or any extension thereof; or
 - ii. If the Supplier fails to perform or comply with any or all of the other provisions of this Contract, or does not make adequate progress such that failure endangers performance of this Contract in accordance

with its terms and in either of these two circumstances does not cure such failure within a period of 10 (ten) Days (or such longer period as the Contracting Officer may authorize in writing) after receipt of notice from the Contracting Officer specifying such failure.

- b. In the event the JWC terminates this Contract in whole or in part as provided in paragraph a, of this Article, the JWC may impose penalties in accordance with Article 23 of this General Terms and Conditions. The JWC may also procure Supplies or Work similar to those so terminated and the Supplier shall be liable to the JWC for any excess costs for such similar Supplies or Work. The Supplier shall continue the performance of this Contract to the extent not terminated under the provisions of this Article.
- c. If this Contract is partly terminated as provided in paragraph a. of this Article, the JWC, in addition to any other rights provided in the Article, may require the Supplier to transfer the ownership and deliver to the JWC in the manner and to the extent directed by the Contracting Officer:
 - (1) Any completed Supplies and
 - (2) Such partially completed Supplies and materials, parts, tools, die, jigs, fixtures, plans, drawings, information and contract rights (hereinafter called "Manufacturing materials") as the Supplier has specifically produced or specifically acquired for the performance of such part of this Contract as has been terminated; and the Supplier shall, upon direction of the Contracting Officer, protect and preserve property in the possession of the Supplier in which the JWC has an interest. Payment for completed Supplies delivered to and accepted by the JWC shall be at the contract price. Payment for manufacturing materials delivered to and accepted by the JWC and for the protection and preservation of property shall be in an amount agreed upon by the Supplier and the Contracting Officer; failure to agree such amount shall be a dispute concerning a question of fact within the meaning of the Article of this Contract entitled "Dispute". The JWC may withhold in accordance with Norwegian law from amounts otherwise due the Supplier for such completed Supplies or manufacturing materials such sum as the Contracting Officer determines to be necessary to protect the JWC against loss.
- d. If, after notice of termination of this Contract under the provisions of this Article, it is determined for any reason that the Supplier was not in default under the provisions of this Article, or that the default was excusable under the provisions of this Article, the rights and obligations of the parties shall be the same as if the notice of termination had been issued pursuant to such Article.,
- e. Both Parties are under duty of good faith. The Contract includes not only the specific terms, but also law and customary practice applicable in the place where the Contract is to be carried out and to the Type of Trade to which the Contract relates.

27. TERMINATION FOR INSOLVENCY, BANKRUPTCY, ETC.: NOTICE

- a. Should the Supplier become insolvent or should control of the Supplier change by virtue of insolvency, the Contracting Officer may with immediate effect and without prejudice to any other right or remedy available to it, suspend performance or the Supplier's obligations or terminate the Contract with immediate effect, by providing the Supplier with written notice thereof.
- b. Should the Supplier be adjudged bankrupt, or should the Supplier make a general assignment for the benefit of its creditors, or should a receiver be appointed on account of the Supplier's insolvency, the Contracting Officer may, without prejudice to any other right or remedy available to it, terminate the Contract with immediate effect providing the Supplier with written notice thereof.
- c. The Supplier shall immediately give written notice to the Contracting Officer of the occurrence of any circumstance known or likely to alter materially the Supplier's legal or financial status, including but not limited to actual or pending liquidation, reorganization, change of ownership, insolvency or bankruptcy.

28. CORRUPTION AND ILLICIT GRATUITIES

- a. The Supplier certifies that neither it nor its agents, employees or representatives have offered or given any gratuity whatsoever to any JWC personnel, with a view to securing a Contract or favorable treatment with regard to the award, modification or execution of this Contract.
- b. The Contracting Officer may, by registered letter, terminate this Contract without notice if it is found, after an investigation instituted by the JWC, that gratuities (in the form of entertainment, gifts or others) were offered or given by the Supplier, its agents, employees or representatives to JWC personnel with respect to the award of this Contract or to the taking of any decision regarding its executions.

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

- a. The Contractor shall take all appropriate measures to prevent and respond to sexual exploitation or sexual abuse ("SEA") and sexual harassment ("SH") of anyone by its employees or any other persons engaged and controlled by the Contractor, or its Subcontractor, to perform any services under the Contract including but not limited to vetting its potential employees. In the performance of the Contract, the Contractor shall comply with the standards of conduct set forth in the "The NATO Policy on Preventing and Responding to Sexual Exploitation and Abuse" of 20 November 2019.

- b. In particular, the Contractor and Contractor's Employees shall not engage in any conduct that would constitute sexual exploitation or sexual abuse:
- 1) Sexual Exploitation is any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another. Acts that constitute sexual exploitation include, but are not limited to, the exchange of money, goods or other commodities and or services, employment or any exchange of assistance that is due to the local population in exchange for sex, including sexual favours or other forms of humiliating, degrading or exploitative behaviour. All such transactional sex, including the exploitation of the prostitution of others, is a form of sexual exploitation. Sexual relationships based on inherently unequal power dynamics are a form of sexual exploitation.
 - 2) Sexual abuse is any actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions. Acts that constitute sexual abuse include, but are not limited to, any action or behaviour of a sexual nature that coerces, threatens or forces a person to engage in a sexual activity, or any unlawful sexual activity with a person under the age of 18.
- c. Contractor and Contractor's Employees will also not engage in any conduct that would constitute sexual harassment:
- 1) SH is any unwelcome and unwanted behaviour of a sexual nature, whether verbal or physical that is offensive and creates a hostile or intimidating work environment.
 - 2) SH may include unwelcome sexual advances, unsolicited requests for sexual favours, or any other behaviour of a sexual nature that might reasonably be expected or be perceived to intimidate, cause offense or humiliation to another, when such conduct interferes with work or is made a condition of employment. SH is particularly egregious when it is linked with direct or implied threats or promises about career prospects ("quid pro quo" harassment).
 - 3) SH may occur between persons of any gender who can be either the target or the perpetrators of SH.
- d. Contractor and Contractor's Employees will also not engage in any conduct that would constitute workplace harassment or discrimination

(i.e. gender, race or ethnic origin, religion or belief, disability, age or sexual orientation, etc.) and others counter to ACT, JWC and NATO's code of conduct or related policies.

- e. In the performance of the Contract, should sufficient information of conduct described above against the Contractor or Contractor's Employees be brought to JWC's attention, JWC shall commence a review into the Contractor's or Contractor's Employees' conduct in this regard in accordance with JWC and/or NATO regulations, rules, policies and procedures.
- f. The Contractor acknowledges and agrees that any breach of any of the provisions set forth in this Clause, shall constitute a breach of an essential term of the Contract, and, in addition to any other legal rights or remedies available to any person, may give rise to grounds for suspension or termination of the Contract. The Contracting Officer may terminate this contract without notice if it is found, after an inquiry instituted by JWC, that illicit gratuities (in the form of entertainment, gifts or others) were offered or given by the Contractor, its agents, employees or representatives to JWC personnel with respect to the award of this contract or to the taking of any decision regarding its execution.
- g. In addition, nothing herein shall limit the right of JWC and/or NATO to refer any alleged breach of the foregoing standards of conduct or any other terms of the Contract to the relevant national authorities for appropriate legal action.

30. ORGANISATIONAL CONFLICTS OF INTERESTS

- a. Organisational conflicts of interest may occur when factors create an actual or potential conflict of interest on an instant contract, or when the nature of the work performed on the instant contract creates an actual or potential conflict of interest on a future acquisition. In the latter case, some restrictions on future activities of the contractor may result.
- b. Contractors must implement a programme to monitor, detect, and mitigate/remediate organisational conflicts of interest. While Contracting Officers retain authority to approve mitigation or remediation measures once organizational conflicts of interest are identified, the primary burden of detecting, identifying and disclosing organisational conflicts of interest to the contracting officer and proposing suitable mitigation or remediation measures falls on the contractor.
- c. The two underlying principles regarding organisational conflicts of interest are:
 - i. Preventing the existence of conflicting roles that might bias a

contractor's judgment; and

ii. Preventing unfair competitive advantage. An unfair competitive advantage exists where a contractor competing for award of any contract possesses:

i. Proprietary information that was obtained from a NATO official, staff member, or NATO contractor without proper authorisation; or

ii. Information that is relevant to the contract but is not available to all competitors, where such information would assist that contractor in obtaining the contract.

d. Contracting officers and potential bidders shall analyse planned acquisitions in order to:

i. Identify and evaluate potential organisational conflicts of interest as early in the acquisition process as possible; and

ii. Avoid, neutralise, or mitigate significant potential conflicts before contract award, where possible, or post award when the organizational conflict of interest is not revealed prior to award.

e. The contracting officer shall award the contract to the apparent successful bidder unless a conflict of interest is determined to exist that cannot be avoided or mitigated. Before determining to withhold award based on conflict of interest considerations, the contracting officer shall notify the contractor, provide the reasons therefor, and allow the contractor a reasonable opportunity to respond. If the contracting officer finds that it is in the best interest of the JWC to award the contract notwithstanding a conflict of interest, the Contracting Officer will issue a waiver and disclose the award and the existence of the organisational conflict of interest to the Financial Controller. The waiver request and decision shall be included in the contract file.

f. Obligations of the Parties.

i. When a Contractor or Prospective Contractor becomes aware of the existence or potential for an organisational conflict of interest, the Contractor is obligated to disclose the existence, nature, and supporting evidence of the conflict. Contractors or Prospective Contractors will be deemed to be aware of the existence or potential for an organisational conflict of interest when the Contractor or Prospective Contractor actually knows or reasonably should know of the existence of the actual or potential organisational conflict of interest.

ii. If the Contracting Officer becomes reasonably aware that the award of a contract will restrict the contractor's eligibility for future contract work, the Contracting Officer will disclose this fact in writing to the Contractor prior to the award, where practicable, and will permit the

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

31. INSURANCE

- a. The Supplier shall be responsible for holding any required insurances under Norwegian Law at own cost.

32. TAXES AND CUSTOMS CHARGES

- a. Specifically, under Article 14, paragraph 14-2, sub-item g) (1) of the Supplementary Agreement between the Kingdom of Norway and Headquarters Allied Command Transformation and Supreme Headquarters Allied Powers Europe, the Supplier, acting on behalf of the JWC, is granted tax exemption on sales under this Contract.

33. PURCHASE ORDERS

- a. JWC Purchase Order(s), shall form an implemented part of this Contract. All Purchase Orders must be confirmed in writing by the Supplier. Purchase Order confirmations stating the agreed price and delivery date shall be sent to the JWC within 2 (two) days from the Purchase Order.
- b. All JWC's Purchase Orders contains an eight-digit Purchase Order number and are duly signed by the JWC's Contracting Officer. Purchase Orders which does not contain a Purchase Order Number and/or the Contracting Officer's signature shall be refused by the Supplier and promptly notified to the JWC.

34. INVOICES & PAYMENTS

- a. In order for the JWC to make timely payment, the Supplier will provide an original invoice, which must be exclusive of al taxes VAT and all other taxes (Article VIII of Paris Protocol, dated 28 August 1952, applies).
- b. **Note; the text above is not applicable to Norwegian companies. Norwegian companies must explicitly define VAT in each invoice.**
- c. All invoices must contain:
 - (1) Name and address of the Supplier
 - (2) Invoice Date and Number
 - (3) Description, quantity, unit of measure, unit price of the items delivered
 - (4) All relevant Banking Details including SWIFT- and/or IBAN-code
 - (5) Relevant Purchase Order number and Purchase Order or Contract line item number
 - (6) Name, title and contact details of person to be notified of any matters related to the subject invoice

d. Invoices are to be submitted to:

EMAIL

Send your invoice(s) to: invoice@jwc.nato.int

The invoice needs to be one document, all pages in one file.

Use .pdf files only

Please ensure your invoice includes:

- 1) Purchase Order (PO) Number
- 2) PO Amount
- 3) PO Description
- 4) Invoice Date
- 5) Bank Info

- e. Standard terms of payment are 30 (thirty) days net upon completion of service and the JWC receipt of invoice. All invoices must be accompanied by supporting documents. Invoice-fees and/or any other administration charges or fees will not be accepted.
- f. Payment for any Supplies by the JWC shall not be deemed an Acceptance thereof.
- g. Electronic Fund Transfer is the prescribed method of payment for the JWC. All Suppliers to the JWC must complete and submit a Supplier Registration Form which can be found at www.jwc.nato.int.

35. WITHOLDING OF PAYMENT

- a. Without prejudice to any other right or remedy the JWC may have, the JWC may withhold any payment or part(s) thereof to the Supplier to the extent necessary to protect the JWC from loss under the Contract on account of any breach or default by the Supplier. Any such withholding by the JWC shall not affect the Supplier's obligation to continue performance under this Contract. The JWC shall inform the Supplier in writing of its intent to withhold payment. No interest shall accrue on payments withheld by the JWC in accordance with this Article.

36. CURRENCY AND EXCHANGE RATES

- a. Unless otherwise stipulated in the Contract or required by applicable law, each payment shall:
- (1) be made in Norwegian Kroner (NOK); or
 - (2) if transferred on a currency other than NOK, be calculated in accordance with the monthly JWC exchange rate then in effect; and
 - (3) be transferred to the bank account belonging to the Supplier which is accepted by the JWC.

- b. The Supplier shall bear all costs, fees and commissions that its bank imposes on any payment made by bank transfer.

37. CONFIDENTIALITY

- a. The Supplier shall keep confidential any information obtained under or in connection with the Contract and shall not divulge the same to any third party without the prior written consent by the JWC. The provisions of this Article shall continue in force notwithstanding the completion, expiration, cancellation or termination of this Contract.

38. CODE OF CONDUCT

- a. The Supplier recognizes and agrees that the employees shall conduct themselves in a manner suitable for the purpose of the Contract and in accordance with the NATO Code of Conduct as well as with the JWC's Standard of Personnel Conduct. These can be made available upon request.

39. CONTRACT ADMINISTRATION AND AMENDMENTS

- a. All notices and communications between the Supplier and the JWC shall be written in English and may be personally delivered, emailed to the following address:

JOINT WARFARE CENTRE
BUDFIN, Purchasing & Contracting Branch
P.O. Box 8080
N-4068 Stavanger,
Norway
E-mail: pcs@jwc.nato.int

Or, to any address otherwise designated in writing.

- b. Any official discussion/negotiation between the Supplier and the JWC Representatives shall be recorded in Minutes, which shall be signed by authorised representatives of both the Supplier and the JWC. All minutes are considered to be a summary record of discussions and specific actions to be undertaken by the Parties as a result of meetings.
- c. No modification, amendment or change to the Contract, or waiver of any its provisions, or any additional contractual relationship with the Supplier shall be valid unless approved in the form of a written amendment to the Contract, signed by a duly authorized representative of each Party.
- d. Unless otherwise specified in the Contract, a change to the person(s) acting as a Party's contractual or technical focal point(s) does not require a formal amendment, and may be affected by a means of a written notification.

40. PUBLICITY, PUBLIC RELATIONS, AND BRANDING

- a. Unless authorized in writing by the Contracting Officer, the Contractor shall not advertise or otherwise make public, including but not limited to photographs and films or public statements concerning this Contract, the fact that it is a contractor to JWC, or use the name, emblem, logo, official seal or any abbreviation of the JWC. This obligation shall survive the completion, expiration, cancellation or termination of the Contract.
- b. The Contractor shall ensure that all deliverables in support of the contract are consistent with NATO Approved Branding.

41. PREFERRED CUSTOMER

- a. The Supplier warrants that the prices set forth in this contract are as favourable as those extended to any Government, Agency, Company, etc. In the event the Supplier offers services to other customers at prices lower than those set forth herein, the Supplier shall so notify the JWC and the prices of such items shall be correspondingly reduced by a modification to this contract.

42. LANGUAGE

- a. The Contract has only been issued in the English language.

43. ENFORCEMENT

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

44. FORCE MAJEURE

- a. Neither of the Parties hereto shall be considered in default in the performance of its obligations to the extent that it proves that such performance has been prevented by a Force Majeure situation; such as, but not limited to, fire, war floods, strikes, etc. The party affected by a Force Majeure shall immediately notify the other party.

45. DISPUTES

- a. Both parties are under duty of good faith. The contract includes not only the specific terms, but also Norwegian law and customary practice to the type of trade to which the contract relates.

- b. All disputes arising out of the performance of this Contract will be settled through amicable settlement between the Contracting Officer and the Supplier.
- c. Should the Contracting Officer and the Supplier fail to reach an amicable settlement of the dispute; the dispute will be settled in the competent Court of Norway, unless otherwise specified in this Contract.

46. APPLICABLE LAW

- a. This contract shall be governed, interpreted and construed in accordance with the laws of the Kingdom of Norway. When performing at NATO Installations the Supplier and his personnel (including also the Sub-Contractor's personnel, if any) shall comply with all applicable laws of the host nation and all relevant official NATO and local installation Directives.

47. JURISDICTION

- a. The Supplier and the JWC accept the city courts of Stavanger, Norway as the legal venue for any disputes that may arise and that cannot be settled by mutual agreement between the Parties.

48. ENTIRE AGREEMENT

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

49. PRIVILEGES AND IMMUNITIES

- a. Nothing in or relating to the Contract shall be deemed, or interpreted as, a waiver of the privileges and immunities enjoyed by the JWC.

50. MISCELLANEOUS

- a. By the signing this Contract, the Supplier and all other involved parties that may have an impact on this agreement, have read and understood the contents of the agreement.
- b. It is hereby stated that the Supplier and/or the Supplier's Sub-Contractor(s) and/or the Supplier's personnel are not involved in any other business relationships that may have instant or foreseeable future negative impact on the Contract.

- c. Delivery of Supplies pursuant to the Contract, even if not signed, denotes full and formal acceptance by the Supplier of the Contract and its General Terms and Conditions.

PART II SECTION B – SPECIAL TERMS AND CONDITIONS

CONTRACT NO. JWC-23-C-008

1. SCOPE

- a. These Special Terms and Conditions address all issues pertaining to the task orders to be rendered by the Supplier to JWC under this Contract, thereby taking precedence over the JWC General Terms and Conditions.

2. DEFINITIONS

- a. "Work Unit" is the fully burdened rate for work period provided by the STOCs. 0.5 WU represents up to **6 hours work**. 1 WU cover **6-12 hours work**. This cost shall include any meals, lodging, local transportation costs, incidental expenses and any applicable overhead and/or fees, profit. The cost of a 0.5 WU shall be deemed to be 50% of the cost of 1 WU.
- b. "Remote Work Unit" is the fully burdened rate for the work period provided by the STOCs at a location other than JWC, Stavanger, Norway, typically a home office or Contractors office. 0.5 WU represents up to **6 hours work**. **One (1) WU cover 6-12 hours work**. The cost of a 0.5 Remote WU shall be deemed to be 50% of the cost of 1 Remote WU
- c. "Exercise Play Function" is a role player in the Exercise Control Organization (EXCON) who participates as a subject matter expert performing a specific role in exercise delivery.
- d. "Night Shift Work Unit" are WU services provided in support of a 24/7 Exercise. The applicable time period will be Exercise Specific and determined by the Exercise Battle Rhythm (BR). WU service provided during this time may be subject to a Night Time Premium.
- e. "Night Time Premium" is the percentage increase on the Work Unit rate, as submitted in the pricing annex for work carried out during the applicable night shift period in accordance with the Battle Rhythm in support of a 24/7 Exercises.
- f. **"Master Priority List"- defines the order in which Suppliers are contacted for work in a particular Exercise Play Function. Multiple Suppliers can be awarded Exercise Play Functions (EPFs) however; the order in which they will be offered work will be based on the Master Priority List. The List will be decided based on value rate; the priority list may change throughout the life of the Contract due to value rate in option years and Supplier performance. JWC reserves the right to award a Task order to a Supplier at a lower level on the MPL if it is in the best interest of JWC.**

- g. "Value Rate" is the rate listed on the Pricing Form C-1, calculated by the formula detailed in Part I 21.e. This is the cost which is the basis for award.

3. TYPE OF CONTRACT

- a. This is a Firm-Fixed Price – ID/IQ Contract, which establishes a contractual relationship strictly between the Supplier and JWC.
- b. All financial risks and liabilities undertaken by the Supplier for the purpose of the service provision, fall with the Supplier.
- c. All employer responsibilities for the Supplier Personnel performing under this Contract shall lie with the Supplier.

4. DELIVERY OF SERVICE

- a. Exact location and delivery schedules/timelines for each EPFs shall confirmed in the individual tasking orders.
- b. In the event of any ambiguity in the location or dates, the Supplier shall contact the ordering officer as soon as practically possible for clarification.

5. COORDINATION OF DELIVERY OF SERVICE

- a. When an Exercise Play Function need arises, The Ordering Officer function will contact the Supplier in order of precedence to the Master Priority List to determine availability of needed STOCs.
- b. If the #1 Priority Pricing Supplier has availability to provide a STOC for that particular EPF, a purchase order will be generated based on the tasking order.
- c. If the Priority Pricing #1 contractor does not have availability with its current pool of approved employees, then the Ordering Officer will then contact the company with the next level of prioritization until he or she can find a STOC to fill the EPF role.

6. COORDINATION OF TASK ORDERS

- a. Task orders will be coordinated as soon as requirements can be identified.
- b. Under no circumstances is the OPR, Requestor, or any personnel officer than the Contracting Officer authorized to enter into any binding commitments with a Third Party.

7. IN AND OUT PROCESSING/ TRAVEL/ ACCOMODATION

- a. The Supplier must complete and submit a Web Application for Events Registration (WAFER) prior to the exercise/event. Information will be sent from JWC on how to submit this registration.

8. TRAVEL

- a. STOC Travel costs shall be invoiced based on the firm fixed price submitted as part of the bid process.
- b. Only one (1) Travel cost rate will apply (Europe-Europe or America to Europe). The rate paid will be based on the original departure destination.
- c. Only 1 Travel cost will be paid per STOC per tasking order.
- d. Only STOCs inbound travel flight travel and outbound flight travel to Stavanger, Norway will be paid under this Contract.
- e. All other incidental travel costs in relation to travelling in to, out of and around Stavanger for the duration of the Task Order period will be the responsibility of the Supplier and should be captured in the WU rate offered.
- f. Where possible air travel should be on airlines based in NATO member and partners.
- g. No flight travel cost into or out of Stavanger will be payable where the STOCs habitual residence is within 40km of Joint Warfare Centre, this shall be deemed local travel and covered under the cost of the WU.

9. SUPPLIER RESPONSIBILITY FOR SUPPLIER PERSONNEL

- a. The Supplier, and in the case being, the sole proprietor, as the employer of the Supplier Personnel providing STOCs under this Contract shall be fully responsible for all insurances, emoluments as well as taxes and payments to the health, social security, registration fees, the contractor's running costs and any other applicable mandatory contributions.
- b. The responsibility above includes the provision of any and all sick or incapacity pay to STOCs.

10. INSTRUCTIONS FOR SAFETY AND MANAGEMENT OF THE JWC

- a. The Supplier shall ensure that the Supplier Personnel honour all JWC Directives and further guidance by the Chief of Staff (COS) regarding the safety and management of JWC.
- b. Failure to comply will be consider grounds for full or part termination.

11. WORK SPACE

- a. JWC will provide suitable working spaces for the Supplier Personnel when work is conducted at JWC, Stavanger, Norway.
- b. Supplier must inform JWC at time of Task Order ordering if their Personnel will require any special adjustments/adaptations to their workspace. JWC will confirm in writing if such adjustments/adaptations can be reasonably accommodated before commencement of STOC services issuing of the PO.
- c. JWC reserves the right to move to the next Supplier in the Master Priority List if adjustments cannot be made. In this event JWC is not liable for any costs.
- d. If remote working units are utilised, adequate workspace is the sole responsibility of the Supplier.

12. REPRESENTATION OF JWC/NATO

- a. When dealing with third parties during the execution of this Contract, the Supplier Personnel shall present themselves as representatives of the Supplier working under contract for JWC/NATO. Under no circumstance are they to present themselves as staff/employees of the JWC.
- b. Supplier Personnel shall not take decisions or make commitments for JWC/NATO.

13. RELEASE OF MASTER PRIORITY LIST COMPANY NAMES AND AWARD PRICING AFTER CONTRACT AWARD

- a. After award decision finalization, the JWC Contracting Office will release the Master Priority List (MPL).
- b. Additionally, in order to facilitate budgetary discussion amongst various JWC Divisions when exercise planning, the awarded Master Priority List pricing will be released to JWC Divisions as needed.

14. USE OF CONTRACT BY OTHER NATO ENTITIES

- a. Other NATO Entities may be permitted to utilise this Contract with the permission of JWC Contracting Officer.
- b. Payment for works conducted under the scope of this Contract for or on behalf of other NATO entities will be conditional on that organisation confirming that the service was satisfactorily delivered.

15. LEADERSHIP ADD-ON

- a. The Supplier will certify which of the STOC candidates they have assessed as being compliant with the leadership add-on requirements as detailed in the SOW.
- b. JWC reserves the right to make its own assessment of the candidate's suitability to fulfil the leadership add-on requirements and therefore, reserves the right to reject candidates put forward with the leadership add-on. This will be communicated in writing to the Supplier.
- c. JWC reserves the right to move down the Master Priority list if the Supplier can no longer provide a candidate that meets the leadership add-on requirements.

16. PROGRESS MEETINGS

- a. The Contractor shall attend progress meetings at the frequency and times specified in the Contract. Any additional meetings shall be at no cost to JWC.
- b. The COTR and Contracting Officer shall normally attend each meeting.
- c. All meetings shall be held at a location to be agreed between the Contractor and the COTR and or Contracting Officer.
- d. Unless stated otherwise the Contractor shall be responsible for making a record of the discussions and decisions of the meeting. These will be forwarded within two weeks of the meeting, in draft form, to the Contracting Officer via email, for agreement prior to the final version being issued.

17. ACTIVE DUTY PERSONNEL

- a. The Contractor is prohibited from supplying candidates who are active duty service personnel within their respective nation's armed forces, unless candidates national armed forces rules and regulation permit them to supply these services.
- b. Supplier(s) shall verify with candidate(s) who are active duty service personnel and reservists that they have complied with all national approval requirement in order to provide services under this Contract.

PART III - SECTION A – CONTRACT MANAGEMENT DATA
IFIB-ACT-JWC-23-49 (CONTRACT NO: ACT-JWC-23-C-008)
SHORT TERM OPERATIONAL CONTRACTORS SUPPORT 2.0
(STOC 2.0)

Part 1 Effective Date and Duration

Part 2 Remuneration and Prices

Part 3 Points of Contacts

1. EFFECTIVE DATE AND DURATION

a. The duration of this Contract is from;
(Expected the following dates will be amended to reflect actual
Contract Award)

- i. Base Year **01-DEC-2024 THROUGH 30-NOV-2025**
- ii. (Option Year 1) **01-DEC-2025 THROUGH 30-NOV-2026**
- iii. (Option Year 2) **01-DEC-2026 THROUGH 30-NOV-2027**
- iv. (Option Year 3) **01-DEC-2027 THROUGH 30-NOV-2028**
- v. (Option Year 4) **01-DEC-2028 THROUGH 30-NOV-2029**

2. REMUNERATION AND PRICES

- a. All prices are firm fixed and shall be in accordance with **Bidding Instruction and must be stipulated in Form Annex C-1.**
- b. All prices are in **NOK** and exclusive of Value Added Tax (VAT).

3. POINTS OF CONTACTS

- a. The SUPPLIER shall direct all inquiries, notices and communications regarding this Contract to the Contracting Officer, which may be personally delivered, mailed, or copied, to the following address and for email copy to pcs@jwc.nato.int

Joint Warfare Centre,
Purchasing & Contracting Branch
P.O. Box 8080, 4068 Stavanger

- b. The JWC POCs are:

Mr Kjetil Sand, Purchasing Contracting Branch Head
Tel: +47 52 87 92 90
E-mail address: kjetil.sand@jwc.nato.int

Mr Raymond Darnell, Contracting Officer
Tel: +47 52 87 92 88
E-mail address: raymond.darnell@jwc.nato.int

Anne Grethe Bjastad
Tel: +47 5287 9297
E-mail address: AnneGrethe.Bjastad@jwc.nato.int

The SUPPLIER's POC is:

XXXXXX
XXXXXX
XXXXXX

**PART III - SECTION B – STATEMENT OF WORK IFIB-ACT-
JWC-23-49 (CONTRACT NO. ACT-JWC-23-C-008) SHORT
TERM OPERATIONAL CONTRACTORS SUPPORT 2.0 (STOC
2.0)**

Part 1 General Information

Part 2 Background and Scope of Work

Part 3 Type of Contract and Period of Performance

Part 4 Task Orders and Ordering Procedures

Part 5 Emerging Requirements Capability

Part 6 Place of Performance

Part 7 Work Days & Hours

Part 8 Partial Bidding

Part 9 Exercise Play Functions (EPFs)

Part 10 Component regulations

Part 11 Security

Part 12 Contractor Technical Evaluation / Contractor Guidance

Part 13 Occupational Health and Safety, Fire Protection

Part 14 Working Materials

Part 15 Export Control

Part 15 Miscellaneous

Annexes

A: Exercise Play Functions (EPF) Book (2024/06/04)

1. GENERAL INFORMATION

- a. The Joint Warfare Centre (JWC) provides NATO's focal point for supporting the preparations for readiness of units in the full spectrum of joint Operational-level warfare by planning and executing static and distributed joint Operational-level training, in

accordance with Supreme Allied Commander Europe (SACEUR's) requirements.

- b. In addition, the JWC supports concept development and the maintenance of joint Operational doctrine and standards, and coordinates the integration into exercises of experimentation and capability development in order to maximize Transformational efforts to improve NATO's interoperability, capabilities and operational effectiveness
- c. JWC's principal mission is to train NATO Command Structure (NCS) and NATO Force Structure (NFS) headquarters at the operational level to ensure they remain interoperable and fully integrated.
- d. JWC is the main enabler of NATO's Command Post and Computer Assisted Exercises (CPX/CAX) and it is the only NATO organization that creates, maintains and develops synthetic battlespace scenarios used for many National and NATO Joint Force Command certification exercises.
- e. As part of its unique "Warfare" enterprise, the JWC supports NATO's Joint Warfare Development through analysis and doctrine development processes, integration of new concepts and doctrine, experimentation as well as collecting, analysing and sharing Lessons processes.
- f. The JWC assists Allied Command Operations (ACO) in evaluating joint force training and has formal links with both Strategic Commands as well as national and multinational training centres.

2. BACKGROUND AND SCOPE OF WORK

- a. To deliver each full exercise cycle the JWC relies heavily on an Exercise Control (EXCON) structure. EXCON staff members are drawn from a number of backgrounds and units including JWC staff, NATO component commands, Training Audience (TA) Headquarters, Partner Nations and other augmenters' positions. EXCON has both direction and control functions which allow it to establish the conditions needed by the TA to achieve the exercise aim and objectives. EXCON size and structure is flexible and is shaped to the requirement of each phase of exercise delivery. When it is not possible to fill a position from military sources, the JWC has the option to source a contractor to fill a position. Not all contracted positions are required for each phase of each exercise.
- b. Per NATO Collective Training & Exercise requirements, a minimum of 1 exercise per 4 years must be conducted with a 24/7 Battle Rhythm. A 24/7 exercise framework includes working hours during the period from 1900 to 0800.

- c. A “night shift” will include a Hand-Over/Take Over period of 30 minutes at arrival and departure for the day. At the discretion of the ODE, night shifts can be adjusted to best fit the exercise scheme and process that may include by exception a “multiple shift” structure vice a single, **12-hour** long night shift.
- d. JWC will work with the successful Supplier(s) to share as much scheduling information for these 24/7 Exercises as is permitted to assist the Supplier(s) in ensuring they can workforce plan to have sufficient STOCs support available.
- e. In addition as part of emerging and/or surge requirements the Contractor may be asked to support other NATO entities with the provision of STOC.

3. TYPE OF CONTRACT AND PERIOD OF PERFORMANCE

a. Type of Contract

- i. Firm Fixed Price, Indefinite Delivery Indefinite Quantity (ID/IQ) Non-personal Services Contract. JWC will place task orders for individual requirements.
- ii. Rough Order of Magnitude (ROM) is 100M – 130M NOK over 5 years across all STOC Contracts. (Subject to funding).

b. Contract Base Period.

- i. The performance of service under the Contract shall be effective (planned) **01 Dec 2024 – 30 Nov 2025** (base period).

c. Contract Option Periods.

- i. There are four (4) option periods:
 - 1. First option period: **from 01 Dec 2025 – 30 Nov 2026;**
 - 2. Second option period: **from 01 Dec 2026 – 30 Nov 2027;**
 - 3. Third option period: **from 01 Dec 2027 to 30 Nov 2028;**
 - 4. Fourth option period: **from 01 Dec 2028 to 30 Nov 2029**
- d. Option periods are considered a part of this contract. Execution of the option periods might be exercised at the sole discretion of the JWC Contracting Officer and shall be confirmed in writing 60 days prior to expiration of the current year of performance. Execution of the option period is

contingent upon available funding, satisfactory Supplier performance, and ongoing/ evolving requirements.

4. TASK ORDERS AND ORDERING PROCEDURES

- a. The Contracting Office shall make task order requests by email in sequential order of the awarded Master Priority List for the applicable Contract year.
- b. Each offer will be given two (2) business days to confirm placement and acceptance of task order.
 - i. Routinely notifications of an order shall occur no later than 28 calendar days prior to first travel day.
 - ii. If notification of an order occurs less than 28 calendar days prior to the first travel day, then travel procedures listed in SOW 4.e apply
- c. Only “approved resumes” are eligible for task order award.
- d. Task order placement priority may at the discretion of JWC continue for duration of the specified task for the particular exercise.
 - i. Exercises consist of preparation workshops and a final execution phase. (For example, STOC Jane Smith was offered a position as Exercise Play Function 5.1 – Online Media Manager as a Priority Level 2 for Trident Jupiter 19 because Priority Level 1 was unavailable for the time frame needed. STOC Jane Smith may be offered subsequent task orders as the same position through the duration of the exercise to maintain continuity and integrity of the exercise. If Jane Smith was unable to continue, The Ordering Officer would go back to Priority 1 Supplier for availability.)
- e. Task Order Locations
 - i. If the Task Order location is Stavanger, Norway and task order notification is provided in excess of 28 days prior to task commencement date, then the Contractor is responsible for arranging travel for the STOC at the fixed Contract Travel rate as specified in Annex C-1.
 - ii. If JWC requests on the Task Order for the location to be in a city other than Stavanger, Norway or task order notification occurs less than 28 days prior task order commencement date;

1. The contractor then has the choice to utilize the JWC Travel Office for booking in which the Travel Office will pay for the ticket and the contractor will not be reimbursed for flight costs, if the JWC Travel Office is not used then fixed price as detailed in the Contract Pricing Annex will be paid.

f. Quality Assurance

- i. Formal Feedback will be given to the Supplier in the event that a contractor's employee is unable to perform in the capacity requested.
- ii. In this instance, if the contractor is unable to correct such deficiencies (as listed in the Exercise Play Function Book or the identified attitude or competencies in Section 8 of this Statement of Work), the employee will disqualify themselves from continuing work under this contract and the employee name will be removed from the Master Priority List under that Exercise Play Function category.
- iii. Formal Feedback will not be given for satisfactory performance.

g. Approval of Resumes

- i. Resumes will initially be reviewed during the technical evaluation process prior to award of this contract.
- ii. New resumes may only be added to the approved resume list on a necessity basis, if it is in JWC's best interest based on a lack of available approved resumes. JWC will notify all Supplier with submission deadlines for new resumes and they will be subject to the technical evaluation process. Formal inclusion shall be subject to Contract modification.
- iii. New resumes may also be considered once a year on the option year for any Exercise Play Functions.
- iv. Notice will be sent to all ID/IQ contractors in the event, JWC would like to add to their approved resume resource pool. Formal inclusion shall be subject to Contract modification.

5. EMERGING/ SURGE REQUIREMENTS CAPABILITY

- a. An emerging requirements/surge capability is included to have a contract vehicle in place should circumstances require a quick and temporary increase in contractor personnel (to meet new requirements within the scope of the existing Statement of Work) The contractor shall be prepared to evaluate requirements and submit a price proposal for any new Exercise Play Function.
- b. Surge proposals will be evaluated by the Contracting Officer for fair and reasonable pricing and should be developed based upon the same pricing structure as the original contract proposal.
- c. Emerging requirements will be incorporated by formal contract modification.
- d. Requests for pricing/proposals (RFP) do not constitute any commitment by JWC to contract for additional work; contractor will not be reimbursed costs for preparing price proposals for consideration.
- e. JWC emerging requirements will not exceed 50% of the annual contract value or 50% of the cumulative contract value.

6. PLACE OF PERFORMANCE

- a. JWC shall serve as the primary location of performance under this contract for all Exercise Play Functions.
- b. The Contractor is expected to perform the majority of the required work in Stavanger, Norway and/or alternate locations as per requirements specified in the Task Order.

7. WORK DAYS & HOURS

- a. Daytime work hours will vary according to the Exercise battle rhythm . Standard daytime working period for non 24/7 exercises is typically 7AM – 8PM.
- b. Typically, flexibility between **8 – 12 hours** will be needed based on the needs of the exercise. (Event Workshops are typically 9 hours days, and exercise expectation is 12 hours).
- c. If the work hours are less than **6 hours** than only 0.5 WU shall be payable, irrespective of the length.
- d. No payment shall be made if a STOC is sick and unable to perform their EPF.

- e. For 24/7 Exercises the time period for Night Shift work will be determined by the applicable exercise battle rhythm and may, therefore, change year to year and exercise to exercise.
- f. The applicable premium will apply to Night-time Work Units as detail in Annex C-1.
- g. Task order performance may be required on holidays and weekends as dictated by the training schedule. There will be no additional premium for work carried out during these periods, unless it involves night time working in support of a 24/7 Exercise, then the applicable premium as detailed in Annex C-1 will apply.

8. PARTIAL BIDDING

- a. Partial bidding is allowed per individual Exercise Play Function (EPF) categories; however, a minimum of 10 Exercise Play Functions must be bid on per company proposal. (Max 5 initial Resumes/CV per EPF for evaluation/award purposes.)
- b. The bidding company must achieve at least Priority 1, Priority 2 or Priority 3 (can be a mix) on at least five (5) Exercise Play function in order to be offered an award (unless in the best interest of JWC).

9. EXERCISE PLAY FUNCTIONS (EPFs)

- a. All tasks and requirements for each Exercise Play Function (EPF) are listed in Annex A: Exercise Play Function Book.
- b. The Exercise Play Function Book may be updated annually or as needed to facilitate Emerging Requirements.
- c. In addition to the technical proficiencies and qualifications listed in Annex A: Exercise Play Functions Book, each position requires the following:
 - i. Required Attitude
 - 1. Adherence to NATO Code of Conduct <https://www.nato.int/structur/recruit/info-doc/code-of-conduct.pdf>
 - 2. Adherence to JWC One Team Approach <http://www.jwc.nato.int/images/stories/threeswords/oneteam.pdf>
 - 3. Ability to perform effectively in a fast-paced and dynamic environment.
 - ii. Competencies
 - 1. Adaptability/ Flexibility – The ability to alter a plan or

approach when new information becomes available. This includes the ability to recognize and use more than one way to reach the objective.

2. Communication - The clear and accurate sending and receiving of information including verbal, written, and non-verbal feedback. This includes providing recognition of the aforementioned types of feedback, and the necessity to elaborate on subjects and clarify accordingly.
3. Assertiveness – The willingness and readiness to actively participate, to state and defend an opinion or position until convinced by facts that other options are better.
4. Influencing – The ability through action or process of producing effects on the actions, behaviour and/or opinions of others. This includes adapting styles of argumentation and/or wording to others in order to get one's opinion across.
5. Initiative – The ability to recognize opportunities and act accordingly without being prompted. This includes spotting bottlenecks/problems, also outside one's own scope, and adding one's own ideas or solutions for overcoming the identified issues for the betterment of the training audience.
6. Cooperation – The ability to add toward a common purpose or joint action by acting or working with others and share information in a collaborative format.
7. Decision Making – The ability to use logical and sound judgement to make decisions and choose an appropriate course of action, based on analysis and processing available information.
8. Analysis – The ability to dissect situations or information of both major and minor issues and to identify correlating connections and get down to the core of the problem.

iii. Working Knowledge

1. Microsoft Word, Excel and PowerPoint

- d. The Supplier confirms by way of submission of candidates for EPF roles that they have assessed candidate's suitability in regards to the requirements of 9c i-iii and verified they meet these requirement.

10. COMPONENT REGULATIONS

a. Access Regulations:

- i. For work carried out at JWC, it will grant access to the relevant facilities to the Supplier, its employees, agents, suppliers or representatives as required for the performance of the contract.
- ii. The Supplier, in order to get the access, shall comply with JWC regulations and instructions on JWC premises. Furthermore, the Supplier shall be responsible for observing the Norwegian regulations on JWC premises.
- iii. The Supplier is requested to submit a list of persons, which require regular access, to the JWC Headquarters Security Officer (HQSO) and the P&C Contracting Office.
- iv. The Supplier must report and request approval of any new personnel in/at JWC premises to the JWC Security Office within 5 working days.
- v. Any temporary passes need to be returned when leaving.
- vi. The Supplier is fully responsible for ensuring that Supplier personnel have all the needed vehicle passes, individual access badges and documents for appropriate access to the JWC facility.

11. SECURITY

a. Personnel Clearances

- i. Contractor personnel shall be responsible for obtaining all needed security clearances prior to commencing task order work.
 - ii. All Contractors shall have a minimum of a SECRET security clearance as issued by NATO nation or the respective national Department of Defence.
- b. No clearance or waiver to this requirement shall be granted and no Contractor Company shall be assigned without having the needed clearance in place. If the Contractor Company cannot assign personnel with the required SECRET clearance on the start date, the company shall be liable for bid non-compliance or immediate task order termination. The Contractor Company must provide advance written proof of the ability to assign fully cleared personnel prior to contract award/start.

- c. The Contractor Company is fully responsible for arranging all work visas.

d. Security Conditions

- i. Contractors must adhere to current security conditions at JWC and at other work sites. Contractor personnel shall comply with all local host nation and NATO security policies and procedures. The possible security classification under this contract may range from not classified through NATO Secret.

e. Building/ Installation Access

- i. The Contractors are fully responsible for ensuring that they have all needed individual access badges and documents for appropriate access to JWC.

f. Electronic Devices

- i. All Contractor personnel shall abide by the security restrictions regarding carrying and using electronic devices (i.e. laptops, cell phones) in JWC and other exercise locations.

12. CONTRACTOR TECHNICAL EVALUATION / CONTRACTOR GUIDANCE

- a. Contractor Personnel shall report to and receive technical guidance from the Contracting Officer's Technical Representative (COTR) while executing this SOW. The COTR can recommend to the Contracting Officer (who has final authority) that the contract/SOW can be amended, extended, or cancelled for evolving requirements, new tasking, and/or technical non-performance.
- b. The COTR shall provide direction, guidance, access to subject matter experts (SMEs) and support information, as needed (within scope).
- c. The COTR shall:
 - i. Resolve outstanding disputes, problems, deficiencies, and/or questions on the technical aspects of the SOW.
 - ii. Review (and approve) all contractor tasking and deliverables for completeness and accuracy.
 - iii. The COTR shall review the Contractor's work at regular intervals as required. The COTR's written approval of work is mandatory for Contractor invoices to be

successfully processed.

- iv. Quality Assurance Information will be provided as described in 4f of this SOW.

13. OCCUPATIONAL HEALTH AND SAFETY, FIRE PROTECTION

a. The Supplier:

- i. Shall be responsible for observing all regulations as instituted by European and Norwegian laws and instructions as applicable to employment of Supplier's personnel, as well as all laws and regulations relative to the operation of the services/business agreed and provided under this contract.
- ii. shall ensure to obtain all necessary licences. All obligations and costs associated with obtaining and maintaining any licences so required remains the sole responsibility of the Supplier, and such costs are not subject to reimbursement or recovery from JWC.

14. WORKING MATERIALS

- a. For on-site work, JWC shall provide all necessary working space, office furniture, telephones, computers, software, peripherals, support equipment, office supplies, classified/unclassified storage space, and access to unclassified and classified NATO wide area networks (WAN, granted on an as needed basis to individuals with appropriate security clearances) and the Internet for work to be performed at all NATO sites.
- b. Contractor personnel are not authorized to make any permanent/semi-permanent physical modifications to the JWC facilities.

15. EXPORT CONTROL

- a. NATO nations have regulations and laws applying to the export of defence related goods and services originating from domestic commercial sources to foreign entities. Usually under those laws and regulations, NATO is considered a foreign entity.
- b. The following requirements of this SOW are provided in order to allow the bidder/contractor the opportunity to assess the applicability of their pertinent national laws and regulations and take action, as required, Ref: Special Terms and Conditions.

- c. The services provided under this SOW generically support requirements generation activities. The services will be rendered at a maximum in the following locations: NATO member nations and future NATO member nations.
- d. Persons exposed to the services performed under this SOW will be nationals of NATO member nations working for NATO nation governments.

16.LEADERSHIP DESIGNATION

- a. Where the tasking order requests a leadership designation the following STOC is required to perform the following functions;
 - i. To the Group. To Manage, coordinate, supervise and mentor GYC sub-groups throughout the exercise period. They must provide clear written and verbal instruction to group members and promptly address any questions or concerns before elevating them to JWC core/permanent staff. Lead in the coordination of planned daily activities and delegated tasks, clearly outlining goals and ensuring group members understand what is expected of them.
 - ii. To JWC (GYC Management). Provide a collective subject matter expertise coordination single point of contact during all GYC daily coordination meetings. Offering advice, synchronisation support and fusion between other groupings to enable the functions of planning, organising, directing and controlling of all GYC EXCON activity.

17.MANAGEMENT INFORMATION AND PROGRESS MEETINGS

- a. The minimum frequency for progress meeting shall be quarterly. The frequencies of meetings may increase at various stages of the Contract.
- b. The Supplier will work with the COTR and Contracting Officer to agree reporting parameters regarding management information. The Supplier should be as a minimum be prepared to report on the following, not exhaustive;
 - i. Number of STOC requests received versus number filled.
 - ii. Number of Work Units billable, invoiced and paid in the previous quarter.
 - iii. Detailed demographic breakdown of STOC Candidates, including whether they are reservists.
 - iv. Any trending issues or lessons learnt captured

Exercise Play Functions (EPF) Book – SOW Annex A

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1. Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work.
2. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (JWC reserves the right to conduct technical discussions of nominated candidates).
3. Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).
4. To assist Suppliers in providing suitable candidates with the correct skillsets the following definitions apply in this document:
 - a. "Working Experience/Knowledge" = Direct experience of utilising practical knowledge and/or skills in a job role.
 - b. "In-depth knowledge and/or understanding" = expertise typically gain from practical experience or through academic research/study covering many or all important points of the particular subject
 - c. "Demonstrate" = Narrative should illustrates and explain especially with examples where the candidate has utilised the skill/knowledge.
 - d. "Advance Knowledge": These professionals have practical experience in their field and have the training required to succeed in the job they have trained for; typically, they have several years of experience.
 - e. "Expert Knowledge" = Higher degree of knowledge than at working level these professionals, these professionals work intuitively and use the skills they developed in their field, typically will have several years of experience and relevant professional qualifications.
5. Civilian Military Equivalent
 - a. The following guide has been given comparing UK and US Military ranks to the Government Civilian equivalent in those respective nations.
 - b. In terms of Civilian equivalent to military ranks we are looking for similar levels of responsibility in an organisation and, where applicable, team management.
 - c. As a guide UK Government to Military Rank –
 - i. AA, AO = No equivalent rank
 - ii. Executive Officer = Captain, Lieutenant, Flight Lieutenant

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- iii. Higher Executive Officer = Major, Lieutenant Commander, Squadron Leader
- iv. Senior Executive Officer = Lieutenant Colonel, Commander, Wing Commander
- v. Principal, Grade 7, Deputy Director, Team Leader etc. = Colonel, Captain, Group Capt
- vi. Assistant Secretary, Grade 5, SCS Pay Band 1, Director or Deputy Director = 1 Star, Brigadier, Senior Captain, Commodore, Air Commodore
- vii. Under Secretary, Grade 3, SCS Pay Band 2, Director = 2 Star, Major General, Rear Admiral, Air Vice Marshall
- viii. Deputy Secretary, Grade 2, SCS Pay Band 3, Director General = 3 Star, Lieutenant General, Vice Admiral, Air Marshal
- ix. Permanent Secretary = 4/5 Star, General, Field Marshal, Admiral, Admiral of the Fleet, Air Chief Marshal, Marshal of the RAF

d. US Government to Military

Military Grade	Rank	Civilian Grade
O-10	Admiral	SES (ES--6)*
O-9	Vice Admiral	SES (ES-5&6)*
O-8	Rear Admiral (Upper Half)	SES (ES-5&4)
O-7	Rear Admiral (Lower Half)	SES (ES-1-4)
O-6	Captain	GS/GM-14/15
O-5	Commander	GS/GM-13/14
O-4	Lieutenant Commander	GS-12
O-3	Lieutenant	GS-11
O-2	Lieutenant Junior Grade	GS-7/9
O-1	Ensign	GS-7
E-9	Master Chief Petty Officer	GS-6
E-8	Senior Chief Petty Officer	GS-6
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Support Area 1 - EXCON

Background

Exercise Control (EXCON) is the core Operating Centre for an exercise and lead by DCOS ET&I. EXCON ensures that the progress of an exercise is monitored and moving along as intended, thereby supported in a series of areas. EXCON is a cross-divisional, task- organized structure supporting the execution of an exercise. EXCON is the instrument to maintain awareness of the current situation in the exercise, and the mechanism to make adjustments in support of exercise aims and objectives. Critical to the EXCON lead is the Special Advisor, who plays a pivotal part in the coherence of an exercise as well as providing high rank command advice and in some case add critical recommendation to correct EXCON's handling of an exercise so that the exercise is enabled its best chance for success. The Special Advisor is a daily presence during execution and daily battle rhythm events. The Special Advisor serves as a mentoring and training role for EXCON and identifies critical lessons learned for follow-on exercises.

The EXCON advisor role/requirement (HICON advisor) extends beyond the traditional execution phase of an exercise. They are pivotal to the delivery of the series of JWC exercises throughout the Exercise Planning Process and support and advise the JWC staff on the development of future exercises, due to their corporate knowledge and exercise and NATO currency. The advisors maintain currency with wider NATO policies, build relationships across the NATO Command and Force Structures, which supports the delivery of current and development of future exercises.

Specific functions

1.1 EXCON – Special Advisor

1.1 EXCON Special Advisor

Tasking:

1. Contribute Flag Officer/General Officer (FOGO) level experience of NATO Joint operational to JWC exercises.
2. Employ detailed understanding and experience of NATO Exercise Planning Process (EPP as per Bi-SC 075-003) and Operational Planning Process (as per COPD) in preparation of NATO exercises.
3. Provide FOGO level advice, guidance and assistance to JWC personnel and TA staffs to bridge Training Objectives into relevant and applicable Strategic, Operational and Tactical level challenges, into exercise content and play.
4. Provide mentoring and professional development to JWC personnel in key EXCON positions to facilitate exercise delivery and synchronization of effects, command and control (thereby supporting consistency in exercise delivery).
5. Assist EXCON/JWC personnel in analysing TA produced orders and documentation into measurable actions and effects. If required, suggest options to resolve discrepancies in orders or COAs to facilitate TA education.
6. Provide understanding of multi-domain, full spectrum operations in all phases, scope and scale, in support of campaign synchronization.
7. Engage, if required, with the Senior Mentors to coordinate JWC activity.
8. Attend daily coordination meetings as dictated by the EXCON battle rhythm, providing SME advice as required.
9. Undertake any other duties as discussed with the ODE/EXDIR and Chief EXCON as reasonably expected within the exercise.

1.1 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Senior staff, or equivalent military or national Defence College Graduate		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
<p>2. 3 years of working experience within the last 10 years</p> <p>a. In the field of Exercise Planning and Delivery to include project management experience within a complex and dynamic environment.</p> <p>b. In briefing senior leaders/decision makers at the political level in a National or Multinational environment.</p> <p>c. In a National or NATO Command in a military-political or strategic level.</p>		
<p>3. In-depth knowledge and understanding of NATO's</p> <p>a. Multi-joint, full spectrum operations, both planning and execution, at operational, political-military and strategic levels.</p> <p>b. Crisis Response Management System.</p> <p>c. Strategic and Operational planning systems and</p>		

<p>processes.</p> <p>d. Capability development process.</p> <p>e. Training & Exercise doctrine, planning and execution.</p> <p>f. New Force Model (NFM)</p> <p>g. Deterrence and Defense of the EURO-Atlantic Area (DDA) and related SASP family of plan, SSPs and Real Plans (RPs)</p>		
<p>4. Demonstrate 3 years in the last 10 professional application of a recognized mentoring practitioner qualification.</p>		
<p>5. Current NATO Secret Security Clearance.</p>		<p>(Attach Clearance)</p>
<p>6. English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 4433 – Listening, Speaking, Reading, and Writing) or equivalent.</p>		
<p>7 .Candidates require OF-7 Command experience and the application of a mentor qualification in the previous 7 years. Candidates with the pre-requisite Command experience and mentor qualifications who have performed either a JWC advisor or NATO SM in the previous 5 years will be eligible for JWC special advisor positions.</p>		

Support Area 2 - HICON

Background

1. The JWC Higher Control (HICON) group acts as a response cell (RC) during the preparation and execution of the operational phases of (CRP, MEL/MIL, EMPLOYEX) JWC-directed exercises. HICON represents and mimics the political-military command and control echelons that sit above the training audience's (TA's) military only command and control echelon. These replicated organizations can include political-military entities (e.g. the North Atlantic Council and nations, Military Committee, International / International Military Staff, or other international organizations). For exercises in which SHAPE itself engages as a strategic warfighting HQ Training Audience (TA), an additional requirement for HICON is to contribute in a "teach/coach/mentor role" for SHAPE Staff engaged in exercises (e.g. MDSOC¹, J3, J5).
2. In addition, the HICON staff supports the corresponding input into the MEL/MIL development process based on the 360° Multi-Domain Setting (360° MDS), respective exercise scenario produced by the JWC Scenario Branch, and the identified / applicable exercise and training objectives.
3. The incumbent reports to / is tasked by:
 - a. CHIEF HICON or his deputy during operational conduct phases (CRP, MEL/MIL, EMPLOYEX),
 - b. Deputy Chief / XO HICON / Event Manager during MEL/MIL development.

Tasks common for all HICON functions:

1. As the member of the JWC HICON team, develop Strategic and Operational level dilemmas within the exercise content and play.
2. Understand exercise and training objectives (EOs / TOs) and ensure their representation of the scenario supports the training audience's achievement of those objectives.
3. In accordance with JWC guidance and management, and with all necessary co-ordination, generate appropriate exercise material to provide a challenging and realistic problem set to the TA.
4. Coordinate and de-conflict all injects with other EXCON cells (the JWC Media Team, INTEL etc.) to maintain communication and coherence within the exercise.

¹ Multi Domain Strategic Operations Centre

5. Produce agendas, written speaking notes and minutes of meetings in support of scenario development, communication/coordination and knowledge management.
6. Be prepared to assist JWC in the development of strategic and operational level scenario documents tailored to the TA and the respective exercise.
7. Be prepared to update and amend exercise strategic/operational level and scenario documentation during the course of the exercise in order to ensure training objectives are facilitated.
8. Monitor training audience activity and output to provide timely feedback to JWC Exercise Control staff to amend and adapt the exercise as required.
9. Attend daily coordination meetings as dictated by the EXCON battle rhythm and Chief HICON, providing SME advice as required.
10. Undertake any other duties as directed by the JWC HICON staff as reasonably expected within the exercise.
11. Make solicited recommendations to the JWC Exercise Control team.
12. Under JWC guidance and management, be prepared to supply updates to JWC exercise documentation to ensure representation of latest doctrine/TTPs in area of subject matter expertise.
13. Make recommendations to JWC TDD in support of updates to doctrine and TTPs.
14. Provide feedback throughout the exercises process but also formally via the lessons learned process to both JWC permanent staff and other involved exercise players in support of improving NATO exercise processes.
15. Advise on / assist HICON in identifying lessons learned and contribute to the lessons learned process.
16. Be prepared to perform additional duties as directed by Chief HICON.

Specific functions:

- 2.1 HICON – Senior Advisor
- 2.2 HICON – Political Advisor
- 2.3 HICON – STRATCOM SME
- 2.4 HICON – CYBERSPACE SME
- 2.5 HICON – CBRN² SME
- 2.6 HICON – SPACE SME

² (CHEMICAL, BIOLOGICAL, RADIOACTIVE, NUCLEAR)

2.7 HICON – EU Senior Representative

2.1 HICON – Senior Advisor

Tasking:

1. Advise Chief HICON and HICON staff during the planning, preparation and execution of JWC-directed exercise events, including MEL/MIL Scripting Events, CRP and EMPLOYEX.
2. Assist in the production and delivery of fictitious political-military documentation (e.g. NAC decision sheets, MC and IMS Messaging) during MEL/MIL development and operational conduct phases of the exercise.
3. Advise on / assist in the production and delivery of political-military MEL/MIL injects in support of identified, applicable exercise and training objectives.
4. Replicate / role-play identified personal interaction between the political-military, strategic level and respective TA.
5. Provide political- military advice to the HICON cell.
6. Advise on / assist HICON staff in the “Coach / Mentor” function with regards to the training of NATO staff at the strategic and operational level.

2.1 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. The candidate must be able to fulfil all common HICON tasks and the specific tasks for the function whereby the candidates has knowledge of the systems and processes to update, develop relevant exercises documentation.		Sample: Compliance narrative: ... Unequivocal reference evidenced by: Index item #, Resume/CV page # etc.
2. Higher-level, university and/or equivalent military, Senior Staff, Defence college		
3. NATO, Staff or national Defence College Graduate (or equivalent).		
4. 3 years of working experience within the last 6 years a. In a National or NATO Command at political-military or strategic level, or in the JWC HICON team. b. In briefing senior leaders/decision makers at the governance level in a National or Multinational environment.		
5. Ability to compose, edit, contribute to and comprehend collaborative texts in advanced English language reflecting the terminology and form of the respective subject matter area of expertise at senior staff level (e.g. NATO HQ, SHAPE or national equivalents).		
6. In-depth knowledge and understanding of NATO's a. Combined joint operations, both		

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<p>planning and execution, at political-military, strategic and operational levels.</p> <p>b. Crisis Response Management System.</p> <p>c. Strategic and operational planning systems and processes.</p> <p>d. Capability development process.</p>		
<p>7. Working knowledge of</p> <p>a. Microsoft Office (MS Word, MS PowerPoint, MS Outlook).</p> <p>b. TOPFAS and JEMM (not a disqualifying requirement).</p>		
<p>8. Must have held the rank of OF-6 or above in a NATO military position.</p>		
<p>9. Current NATO Secret Security Clearance.</p>		(Attach Clearance)
<p>10. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 4443 – Listening, Speaking, Reading, and Writing) or equivalent.</p>		

2.2 HICON – Political Advisor

Tasking:

1. Produce and deliver fictitious political-military documentation (e.g. NAC decision sheets, MC and IMS Messaging) during MEL/MIL development and operational conduct phases of the exercise.
2. Produce and deliver political-military MEL/MIL story lines, incidents and injects in support of identified, applicable exercise and training objectives.
3. Replicate / role-play identified personal interaction between the political-military and strategic level and respective TA.
4. Provide political advice to the HICON cell.
5. Assist the HICON staff in the “Coach / Mentor”-function with regards to the training of POLAD staffs at the strategic and operational level.

2.2 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Higher-level University degree and/or equivalent Military/Senior Staff/Defence School graduate		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
<p>2. 3 years of working experience within the last 6 years</p> <p>a. In a National or NATO Command at political-military level (e.g. NATO HQ, national MoD), or strategic level (e.g. SHAPE), or in the JWC HICON team.</p> <p>b. Including regular interaction with senior executives at the national or NATO political-military and/or strategic level.</p>		
3. Ability to compose, edit, contribute to and comprehend collaborative texts (IMSM, NAC read-outs) in advanced English language reflecting the terminology and form of the respective subject matter area of expertise at senior staff level (e.g. NATO HQ, SHAPE or national equivalents).		
<p>4. Familiarity with NATO's</p> <p>a. Doctrine, policy, processes, arrangements and procedures within the described task portfolio and level.</p> <p>b. Crisis Response</p>		

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<p>Management System.</p> <p>c. Strategic and Operational planning Systems and processes.</p> <p>d. Training & exercise doctrine and execution.</p>		
<p>5. Working knowledge of</p> <p>a. Microsoft Office (Word, PowerPoint, Excel and Outlook).</p> <p>b. TOPFAS and JEMM (not a disqualifying requirement).</p>		
<p>6. Must have held rank above OF-3, preferably OF-5 (in a National or NATO military JOINT position) or equivalent NATO or civilian governmental position.</p>		
<p>7. Current NATO Secret Security Clearance.</p>		(Attach Clearance)
<p>8. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 4343 – Listening, Speaking, Reading, and Writing) or equivalent.</p>		

2.3 HICON – STRATCOM SME

Tasking:

1. Bring NATO STRATCOM experience of NATO Joint Strategic and Operational level to JWC exercises.
2. Contribute to the development, refinement, and delivery of the JWC political-military, strategic and operational level information and products tailored to the Training Audience, with a focus on STRATCOM activities.
3. Throughout all phases of the exercise, review and respond to TA-generated activities and products related to STRATCOM products and processes.
4. Ascertain that the TA is synchronized with a realistic, relevant coherent STRATCOM campaign in general.
5. Act as the political-military focal point for the training audience for STRATCOM matters during exercise preparation and execution.
6. Quickly read, digest, analyse and understand the STRATCOM situation as depicted in the scenario documentation provided by the JWC.
7. Understand and provide recommendations for improvement of STRATCOM within the scenario.
8. Understand and analyse developing training audience plans and documentation and their impacts on STRATCOM. Additionally, taking this analysis for advice in meetings with the training audience during the exercise, whether face to face, by VTC, phone, email or letter.

2.3 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Higher civilian, military or equivalent education/degree relevant to communications or 6 years equivalent working experience.		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. Demonstrate 3 years' experience in the last 6 in communications and public relations to include STRATCOM experience on ministerial department level (or equivalent international level (e.g. NATO HQ)) or as a member of the JWC HICON team.		
3. Ability to compose, edit, contribute to and comprehend collaborative texts in advanced English language reflecting the terminology and form of the respective subject matter area of expertise at senior staff level (e.g. NATO HQ, SHAPE or national equivalents).		
4. Demonstrate 3 years' experience in the last 6 in briefing senior leaders/decision makers at the governance level in a National or Multinational environment.		
5. Working knowledge of <ul style="list-style-type: none"> a. Microsoft Office (Word, PowerPoint, Excel and Outlook). b. TOPFAS and JEMM (not a disqualifying requirement). 		

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6. Current NATO Secret Security Clearance.		(Attach Clearance)
7. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 4444 – Listening, Speaking, Reading, and Writing) or equivalent.		

2.4 HICON – CYBERSPACE

Tasking:

1. Bring NATO CYBERSPACE expertise to NATO Joint Strategic and Operational level exercises as a member of the JWC HICON team.
2. Contribute to the development, refinement, and delivery of the JWC political-military, Strategic and Operational level information and products tailored to the TA and respective exercise, with a focus on CYBERSPACE activities.
3. Throughout all phases of the exercise, review and respond to TA-generated activities and products related to CYBERSPACE products and processes.
4. Ascertain that the TA is exposed to a realistic and coherent CYBERSPACE campaign in general.
5. Act as the political-military focal point for the training audience for CYBERSPACE matters during exercise preparation and execution.
6. Quickly read, digest, analyse and understand the CYBERSPACE situation as depicted in the scenario documentation provided by the JWC.
7. Understand and provide recommendations for improvement of CYBERSPACE within the scenario.
8. Understand and analyse developing training audience plans and documentation and their impacts on CYBERSPACE.
9. Act as a political military level CYBERSPACE advisor or national representative in meetings with the training audience during the exercise, whether face to face, by VTC, phone, email or letter.

2.4 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. At least 3 years' experience working in a high-level Cyberspace environment (national, multi-national strategic level command structure or comparable), or as an advisor within a national or NATO strategic level command structure, or cyber command structure within the last 6 years.		Sample: Compliance narrative: ... Unequivocal reference evidenced by: Index item #, Resume/CV page # etc.
2. Demonstrate 3 years' experience in the last 6 in to include CYBERSPACE experience on ministerial department level (or equivalent international level), or CYBERSPACE support to the JWC HICON team.		
3. Ability to compose, edit, contribute to and comprehend collaborative texts in advanced English language reflecting the terminology and form of the respective subject matter area of expertise at senior staff level (e.g. NATO HQ, SHAPE or national equivalents).		
4. Demonstrate 3 years' experience in the last 6 in briefing senior leaders/decision makers at the governance level in a National or Multinational environment.		
5. Working knowledge of a. Microsoft Office (Word, PowerPoint, Excel and Outlook). b. TOPFAS and JEMM (not a disqualifying requirement).		
6. Current NATO Secret Security Clearance.		(Attach Clearance)

<p>7. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.</p>		
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2.5 HICON – CBRN³

Tasking:

1. Bring NATO CBRN experience of NATO Joint political-military, strategic and operational level to JWC exercises.
2. Contribute to the development, refinement, and delivery of the JWC political-military, strategic and operational level information and products tailored to the Training Audience, with a focus on CBRN activities.
3. Throughout all phases of the exercise, review and respond to TA-generated activities and products related to CBRN products and processes.
4. Ascertain that the TA is exposed to a realistic and coherent CBRN operation in general.
5. Act as the focal point for the training audience for CBRN matters during exercise preparation and execution.
6. Quickly read, digest, analyse and understand the CBRN situation as depicted in the scenario documentation provided by the JWC.
7. Understand and provide recommendations for improvement of CBRN related aspects within the scenario.
8. Understand and analyse developing training audience plans and documentation and their impacts on CBRN activities.
9. Act as the CBRN advisor in meetings with the training audience during the exercise, whether face to face, by VTC, phone, email or letter.

³ (CHEMICAL, BIOLOGICAL, RADIOACTIVE, NUCLEAR)

2.5 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Demonstrate 3 years' in the last 6 of CBRN experience on political-military or strategic level (or equivalent international level), or as a member of the JWC HICON team.		Sample: Compliance narrative: ... Unequivocal reference evidenced by: Index item #, Resume/CV page # etc.
2. Ability to compose, edit, contribute to and comprehend texts in English reflecting the terminology and form of the respective subject matter area of expertise at senior staff level (e.g. NATO HQ, SHAPE or national equivalents).		
3. Demonstrate 3 years' experience in the last 6 in briefing senior leaders / decision makers in a National or Multinational environment.		
4. Working knowledge of a. Microsoft Office (Word, PowerPoint, Excel and Outlook). b. TOPFAS and JEMM (not a disqualifying requirement).		
5. Current NATO Secret Security Clearance.		(Attach Clearance)
6. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

2.6 HICON – SPACE

Tasking:

1. Bring NATO SPACE experience of NATO Joint political-military, strategic and operational level to JWC exercises.
2. Contribute to the development, refinement, and delivery of the JWC political-military, strategic and operational level information and products tailored to the Training Audience, with a focus on CBRN activities.
3. Throughout all phases of the exercise, review and respond to TA-generated activities and products related to SPACE products and processes.
4. Ascertain that the TA is exposed to a realistic and coherent SPACE operation in general.
5. Act as the focal point for the training audience for SPACE matters during exercise preparation and execution.
6. Quickly read, digest, analyse and understand the SPACE situation as depicted in the scenario documentation provided by the JWC.
7. Understand and provide recommendations for improvement of SPACE related aspects within the scenario.
8. Understand and analyse developing training audience plans and documentation and their impacts on SPACE activities.
9. Act as the SPACE advisor in meetings with the training audience during the exercise, whether face to face, by VTC, phone, email or letter.

2.6 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Demonstrate 3 years' in the last 6 of SPACE experience on political-military or strategic level (or equivalent international level), or as a member of the JWC HICON team.		Sample: Compliance narrative: ... Unequivocal reference evidenced by: Index item #, Resume/CV page # etc.
2. Ability to compose, edit, contribute to and comprehend texts in English reflecting the terminology and form of the respective subject matter area of expertise at senior staff level (e.g. NATO HQ, SHAPE or national equivalents).		
3. Demonstrate 3 years' experience in the last 6 in briefing senior leaders / decision makers in a National or Multinational environment.		
4. Working knowledge of a. Microsoft Office (Word, PowerPoint, Excel and Outlook). b. TOPFAS and JEMM (not a disqualifying requirement).		
5. Current NATO Secret Security Clearance.		(Attach Clearance)
6. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

2.7 HICON – EU Senior Representative

Tasking:

- 1 To portray and embed the EU realistically in the given exercise scenario providing subject matter expertise on all EU activities, particular on Common Security and Defence Policy (CSDP) / Common Foreign and Security Policy (CFSP) missions and operations.
- 2 Act as focal point for the training audience for all political and practical matters relating to the EU during the exercise preparation and execution.
- 3 Coordinate the activities of EU institutions represented in the exercise through HICON and GYC and agencies as well as Member States represented at the civilian level together with those of other relevant International Organisations.
- 4 When required, provide recommendations for additional supporting EU representation or other relevant international Organisations to refine and/or improve the exercise scenario and play.
- 5 Develop a challenging fictitious but realistic problem set for the EU's involvement in the conflict with a view to translate these into the strategic and operational level political exercise script. To this end, coordinate with all other relevant political and military representatives to ensure coherency
- 6 Be prepared to assist the TA's planning process by providing expertise on EU political and operational matters. This includes analysing the TA's plans and documentation and their impact on EU political and operational matters.
- 7 As part of HICON replicate / role-play identified personal interaction between the Senior EU representative for the political-military, strategic level and respective TA in BR events with the TA whether face-to-face, by VTC, phone, email or letter. This includes the elaboration of agendas, speaking notes and minutes of meetings.

2.7 Technical Requirements and Evaluation Matrix:

Technical Requirements	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Higher-level civilian or military education/degree		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. Candidate has EU Citizenship		
3. Demonstrate 4 years' experience within the last 8 years of working at senior level (EU A 11+) for the European External Action Service, the Commission (e.g. ENER ⁴ , INTPA ⁵ , ECHO ⁶ , HOME ⁷) or the Council		
4. Demonstrate 3 years' experience in the last 8 years in briefing the senior management level (e.g. Commissioners, General Directors, the Political – Security Committee, Parliament or similar national institutions)		
5. Demonstrate at least 1 years' experience of EU crisis management		

⁴ EU Commission's policies on energy

⁵ EU Department for International Partnerships

⁶ European Civil Protection and Humanitarian Aid Operations

⁷ EU department in charge of migration and home affairs

activities, including EU CSDP/CFSP ⁸ missions and operations.		
6. Demonstrate good knowledge of EU's crisis management exercises (planner or participant) as well as experience in cooperating with NATO at least at the strategic level (e.g. CMX ⁹ or PACE ¹⁰ exercises).		
7. Current NATO Secret Security Clearance or National equivalent.		(Attach Clearance)
8. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

⁸ Common Security and Defence Policy (CSDP) / Common Foreign and Security Policy (CFSP)

⁹ Crisis Management Exercise

¹⁰ Parallel and Coordinated Exercise

Support Area 3 - OPFOR

Background:

Opposition Force (OPFOR) SMEs simulate, coordinate and arrange all opposing actors during exercise execution. OPFOR SMEs ensure that OPFOR force composition, Joint Plan and Scheme of Manoeuvre are realistic and additionally mimic anticipated actions of an opposing force. OPFOR SMEs directly coordinate OPFOR concepts of operations to challenge allied-partner nation actions (BLUFOR) and associated major maritime, air and land formations, campaigns and decision making. OPFOR cells sit side-by-side with other functional areas in the scripting of content, to include JEMM and as required during execution, coordinate with EXCON RCs, to edit and adjust content to help guarantee maximum training value and pathway to achieve exercise-training objectives (TOs). OPFOR needs to ensure they understand BLUFOR plans and act accordingly and be prepared to dynamically scrip.

Special Functions:

- 3.1 OPFOR – Land Subject Matter Expert (SME)
- 3.2 OPFOR – ATO Planner Subject Matter Expert (SME)
- 3.3 OPFOR – Maritime Task Group (MAR TG) Subject Matter Expert (SME)
- 3.4 OPFOR – Non-Linear Subject Matter Expert (SME)
- 3.5 OPFOR – Cyber Subject Matter Expert (SME)
- 3.6 OPFOR – Special Operations Forces (SOF) Subject Matter Expert (SME)
- 3.7 OPFOR – SPACE Subject Matter Expert (SME)

3.1 OPFOR – Land Subject Matter Expert (SME)

Tasking

Incident Development Workshop:

1. Support Incident Development to develop storylines with appropriate level of OPFOR LAND effects.
2. May be appointed as Chief OPFOR LAND cell by Chief OPFOR dependent upon specific exercise requirements and circumstances.
3. Oversee OPFOR LAND incident development in the Joint Exercise Management Module (JEMM) and ensure OPFOR LAND effects in accordance with the overall OPFOR Joint Plan (OJP) and Scheme of Manoeuvre (SoM).
4. Script OPFOR LAND content, to include in JEMM and, as required, edit and adjust OPFOR LAND content to ensure it is synchronized and delivered in accordance with the OJP and SoM.
5. Provide guidance to OPFOR LAND scripters as required.
6. Actively support assigned workshop syndicate(s) by contributing OPFOR LAND expertise.
7. Specifically ensure wider understanding of OPFOR LAND implications within events, incidents, storylines and themes and identify opportunities for OPFOR LAND effects being later developed during Scripting workshop.
8. Perform other OPFOR LAND tasks as directed by OPFOR command cell and OPFOR J35.
9. Attend Incident Development boards, working groups and other meetings as directed by OPFOR command cell and OPFOR J35.
10. Be prepared to attend OPFOR Crisis Action Team (CAT) activation at short notice or no notice in order support resolution of a critical exercise related issues.
11. Coordinate and deconflict incidents with other OPFOR cells and other EXCON cells as required.
12. Contribute to the OPFOR Operational Design from a LAND domain perspective.
13. Coordinate CAX (Computer Assisted Exercise) and Joint Theatre Level Simulation (JTLS) requirements for OPFOR LAND forces and manoeuvres.

Scripting Workshop:

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1. Support MEL/MIL Scripting, including JEMM, translating guidance from OPFOR command cell and OPFOR J35 into a deliverable plan and overseeing OPFOR LAND operations across all Events, Incidents and Injects.
2. May be appointed Chief OPFOR LAND cell by Chief OPFOR dependent upon specific exercise requirements and circumstances.
3. Oversee OPFOR LAND scripting development, including JEMM and ensure OPFOR LAND effects are designed in accordance with the overall OPFOR Joint Plan and SoM in accordance with OPFOR command cell and OPFOR J35 Direction and Guidance (D&G).
4. Coordinate with the OPFOR command cell and OPFOR J35 in order to identify and create required OPFOR LAND content, including in JEMM, to support storylines across all functional areas.
5. Advise scripting syndicates on OPFOR LAND implications related to incidents and injects and develop opportunities for OPFOR LAND effects.
6. Develop associated OPFOR LAND inject placeholders in JEMM to supplement storyboards, incidents and injects as required.
7. Ensure that all OPFOR LAND incidents and injects in JEMM are focussed on strategic and operational level effects (not tactical).
8. Synchronize OPFOR LAND injects in JEMM across the overall exercise battle rhythm.
9. Perform other OPFOR LAND tasks as directed by OPFOR command cell and OPFOR J35.
10. Attend Scripting Workshop boards, working groups and other meetings as directed by OPFOR command cell and OPFOR J35.
11. Be prepared to attend OPFOR Crisis Action Team (CAT) activation at short notice or no notice in order support resolution of a critical exercise related issue.
12. Specifically coordinate with EXCON LAND Response Cell (RC) as required.
13. Coordinate, as required, with other EXCON RCs.
14. Contribute to the OPFOR Operational Design and to the OPFOR Target List from a LAND domain perspective.
15. Coordinate CAX (Computer Assisted Exercise) and Joint Theatre Level Simulation (JTLS) requirements for OPFOR LAND forces and manoeuvres.

Execution (Block E):

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1. Prior to STARTEX, review JEMM database to ensure that OPFOR LAND effects and impact on each storyline is taken into account and aligned with the OPFOR Joint Plan and OPFOR SoM.
2. Take regular direction and guidance (D&G) from OPFOR command cell and OPFOR J35 on dynamic changes and translate this D&G into timely OPFOR LAND effects.
3. May be appointed Chief OPFOR LAND cell by Chief OPFOR dependent upon specific exercise requirements and circumstances.
4. If appointed as Chief OPFOR LAND cell provide D&G to OPFOR LAND cell Battle Captains (BCs) and other staff within the cell.
5. In role as Chief OPFOR LAND cell, Be Prepared To (BPT) roster OPFOR LAND BCs (mil pers only) and other cell staff (mil pers only) into a 2-shift (until midnight) or 3 shift (24/7 ops) system in order to achieve OPFOR LAND operations and effects aligned with the OPFOR Joint Plan and SoM.
6. Meet daily to coordinate and deconflict critical events with other EXCON staff from OPFOR, CAX, Intel, LOCON RCs, TGTS, SOF and others as necessary to ensure that the OPFOR LAND operations and effects are accurate and aligned with the OPFOR Joint Plan and SoM. In addition, that OPFOR effects do not exceed exercise thresholds that risk derailing exercise TOs.
7. Collaborate daily with OPFOR command cell and OPFOR J35 to ensure timely alignment with the latest OPFOR developments as directed by the OPFOR command cell and OPFOR J35.
8. Provide daily OPFOR LAND feedback and updates to the OPFOR command cell and OPFOR J35 as required.
9. Be prepared to dynamically script, in JEMM, OPFOR LAND content as required by the MEL/MIL, TA activity, OPFOR command cell and OPFOR J35 D&G.
10. Perform other OPFOR LAND tasks as directed by the OPFOR command cell OPFOR J35.
11. Attend Block E EXCON boards, working groups, VTCs, TELECONS and other meetings as directed by the OPFOR command cell and OPFOR J35.
12. Be prepared to attend OPFOR Crisis Action Team (CAT) activation at short notice or no notice in order support resolution of a critical exercise related issue.
13. Specifically coordinate with EXCON LAND Response Cell (RC) daily.
14. Coordinate daily with other EXCON RCs.
15. BPT brief specific OPFOR LAND issues at the daily OPFOR Huddle.

16. Provide support to EXCON Targeting (TGTs) cell for Battle Damage Assessment (BDA) reporting.
17. Assist with the preparation of OPFOR FRAGOs.

3.1 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Higher-level Civilian, Military or Staff College Education/Degree		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. Minimum 8 years previous military experience within the last 12 years in the operational LAND domain reaching the rank of OF3/OF4.		
3. Previous Company, Squadron or equivalent Branch/Department commander position at OF3 level or higher.		
<p>4. Previous Staff Officer qualified and worked at 2-star (Division Level) or higher in one of the following:</p> <p>a. LAND, JOINT or NATO Command Structure</p> <p>-or-</p> <p>b. NATO Force Structure HQ in either the J2, J3, or J5 domain.</p>		
5. Previous national or NATO deployment to an international operation in the LAND domain (J2/J3/J5/).		
6. Minimum 2-3 years' experience in operational planning		

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processes in respect of LAND operations.		
7. Competent in Microsoft Word, Excel and PowerPoint.		
8. Current NATO Secret Security Clearance.		(Attach National Clearance)
9. 9. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

3.2 OPFOR – ATO Planner Subject Matter Expert (SME)

Tasking

Incident Development Workshop:

1. Support Incident Development to ensure storylines are developed with appropriate level of OPFOR AIR effects.
2. Oversee OPFOR AIR incident development in the Joint Exercise Management Module (JEMM) and ensure OPFOR AIR effects are designed in accordance with the overall OPFOR Joint Plan and Scheme of Manoeuvre (SoM).
3. Script OPFOR AIR content, including in JEMM, as required and edit submitted OPFOR AIR content to ensure that it is delivered in accordance with the overall OPFOR Joint Plan (OJP) and SoM.
4. Provide guidance to OPFOR AIR scripters as required.
5. May be appointed Chief OPFOR AIR cell by Chief OPFOR dependent upon specific exercise requirements and circumstances.
6. Actively support assigned workshop syndicate(s) by contributing OPFOR AIR expertise.
7. Specifically ensure wider understanding of OPFOR AIR implications within events, incidents, storylines and themes and identify opportunities for OPFOR AIR effects to further develop during later Scripting workshop.
8. Perform other OPFOR AIR tasks as directed by OPFOR command cell and OPFOR J35.
9. Attend Incident Development boards, working groups and other meetings as directed by OPFOR command cell and OPFOR J35.
10. Be prepared to attend OPFOR Crisis Action Team (CAT) activation at short notice or no notice in order support resolution of a critical exercise related issue.
11. Coordinate and deconflict with other OPFOR cells and other EXCON cells as required.
12. Contribute to the OPFOR Operational Design from an AIR domain perspective.
13. Coordinate CAX (Computer Assisted Exercise) and Joint Theatre Level Simulation (JTLS) requirements for OPFOR AIR forces and manoeuvres.
14. Advise OPFOR command cell and OPFOR J35 in AIR warfare.

Scripting Workshop:

1. Support MEL/MIL Scripting, including JEMM, translating guidance from OPFOR command cell and OPFOR J35 into a deliverable AIR plan and contributing to OPFOR AIR operations across all Events, Incidents and Injects.
2. Conduct OPFOR AIR scripting development, including JEMM and ensure OPFOR AIR effects are designed in accordance with the overall OPFOR OJP and SoM in accordance with OPFOR command cell and OPFOR J35 Direction and Guidance (D&G).
3. Coordinate with the OPFOR command cell and OPFOR J35 in order to identify and create required OPFOR AIR content, including in JEMM, to support storylines across all functional areas.
4. Advise scripting syndicates on OPFOR AIR implications related to incidents and injects and develop opportunities for OPFOR AIR effects.
5. Develop associated OPFOR AIR inject placeholders in JEMM to supplement storyboards, incidents and injects as required.
6. Ensure that all OPFOR AIR incidents and injects in JEMM are focussed on operational level effects (not tactical).
7. Synchronize OPFOR AIR injects in JEMM across the overall exercise battle rhythm.
8. Perform other OPFOR AIR tasks as directed by OPFOR command cell and OPFOR J35.
9. Attend Scripting Workshop boards, working groups and other meetings as directed by OPFOR command cell and OPFOR J35.
10. Be prepared to attend OPFOR Crisis Action Team (CAT) activation at short notice or no notice in order support resolution of a critical exercise related issue.
11. Specifically coordinate with EXCON AIR Response Cell (RC) as required.
12. Coordinate, as required, with other EXCON RCs.
13. Contribute to the OPFOR Joint Plan from an AIR domain perspective.
14. Coordinate CAX (Computer Assisted Exercise) and Joint Theatre Level Simulation (JTLS) requirements for OPFOR AIR forces and manoeuvres.
15. Advise OPFOR command cell and OPFOR J35 in AIR warfare.
16. May be appointed Chief OPFOR AIR cell by Chief OPFOR dependent upon specific exercise requirements and circumstances.

Execution (Block E):

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1. Development of the OPFOR Resource Allocation Plan, the Airspace Coordination Order (ACO) and the Master Air Operations Plan (MAOP), which precedes the Air Task Order (ATO).
2. Conduct of all OPFOR ATO planning.
3. Supports the execution of OPFOR current air operations.
4. In close cooperation with the OPFOR Air Battle Captain and Database Manager processes levels of attrition, attack success and results of adjudication.
5. Deputizing for OPFOR Air Battle Captain during his absence.
6. Undertake other OPFOR Air related tasks as directed by the OPFOR command cell and OPFOR J35.
7. Prior to STARTEX, review JEMM database to ensure that OPFOR AIR effects and influence for each storyline is complete and aligned with the OPFOR Joint Plan and OPFOR SoM.
8. Receive regular direction and guidance (D&G) from OPFOR command cell and OPFOR J35 on dynamic changes and translate this D&G into timely OPFOR AIR effects.
9. May be appointed Chief OPFOR AIR cell by Chief OPFOR dependent upon specific exercise requirements and circumstances. If so: Provide D&G to OPFOR AIR cell Battle Captains (BCs) and other staff within the cell.
10. If In role as Chief OPFOR AIR cell, Be Prepared To (BPT) roster OPFOR AIR BCs (mil pers only) and other cell staff (mil pers only) into a 2-shift (until midnight) or 3 shift (24/7 ops) system in order to achieve OPFOR AIR operations and effects aligned with the OPFOR Joint Plan and SoM.
11. Coordinate as required with other EXCON staff from OPFOR, CAX, Intel, LOCON RCs, TGTS, SOF and others as necessary to ensure that the OPFOR AIR operations and effects are accurate and aligned with the OPFOR Joint Plan and SoM.
12. Collaborate daily with OPFOR command cell and OPFOR J35 to ensure timely alignment with the latest OPFOR developments as directed by the OPFOR command cell and OPFOR J35.
13. Provide daily OPFOR AIR feedback and updates to the OPFOR command cell and OPFOR J35 as required.
14. Be prepared to dynamically script, in JEMM, OPFOR AIR content as required by the MEL/MIL, TA activity, OPFOR command cell and OPFOR J35 D&G.

15. Perform other OPFOR AIR tasks as directed by the OPFOR command cell OPFOR J35.
16. Attend Block E EXCON boards, working groups, VTCs, TELECONS and other meetings as directed by the OPFOR command cell and OPFOR J35.
17. Be prepared to attend OPFOR Crisis Action Team (CAT) activation at short notice or no notice in order support resolution of a critical exercise related issue.
18. Specifically coordinate with EXCON AIR Response Cell (RC) as required.
19. Coordinate, as required, with other EXCON RCs.
20. BPT brief specific OPFOR AIR issues at the daily OPFOR Huddle.
21. Provide support to EXCON Targeting (TGTs) cell for Battle Damage Assessment (BDA) reporting.
22. Assist with the preparation of OPFOR FRAGOs.
23. Advise OPFOR command cell and OPFOR J35 in AIR warfare.
24. Plan and produce OPFOR Air Task Orders (ATOs).

3.2 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Higher-level Civilian, Military or Staff College Education/Degree		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. Minimum 3 years' experience in the last 6 working as an ATO planner. Experience of being able to plan a complete ATO for all required assets		
3. Previous Squadron Command at OF3 level or higher.		
4. Previous Staff Officer qualified and worked at a 2* or higher in one or more of the following: <ul style="list-style-type: none"> a. AIR, JOINT or NATO b. National Command Structure c. NATO Force Structure d. Air Component HQ in one of the following domains: J2, J3,J5,A2, A3 or A5 		
5. Previous national or NATO deployment to an international operation AIR mission in the operational AIR domain within one of the following sub-domains: J2, J3, J5, A2, A3, A5.		

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6. 2-3 years' experience in assessing and reading the Recognized Air Picture (RAP) including blue air, red air, and civilian air (CIVAIR).		
7. Advanced competency in the NATO Integrated Command and Control (ICC) system for Air Task Order (ATO) planning and production.		
8. Competent in Microsoft Word, Excel and PowerPoint		
9. Current NATO Secret Security Clearance.		(Attach Clearance)
10. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

3.3 OPFOR – Maritime Task Group (MAR TG) Subject Matter Expert (SME) Tasking

Incident Development Workshop:

1. Support Incident Development to develop storylines with appropriate level of OPFOR MAR effects.
2. Oversee OPFOR MAR incident development in the Joint Exercise Management Module (JEMM) and ensure OPFOR MAR effects are designed in accordance with the overall OPFOR Joint Plan (OJP) and Scheme of Manoeuvre (SoM).
3. Script OPFOR MAR content, including in JEMM, as required and edit submitted OPFOR MAR content to ensure it is delivered in accordance with the OPFOR Joint Plan and SoM.
4. Provide guidance to OPFOR MAR scripters as required.
5. May be appointed Chief OPFOR MAR cell by Chief OPFOR dependent upon specific exercise requirements and circumstances.
6. Actively support assigned workshop syndicate(s) by contributing OPFOR MAR expertise.
7. Specifically ensure wider understanding of OPFOR MAR implications within events, incidents, storylines and themes and identify opportunities for OPFOR MAR effects to further develop during later Scripting workshop.
8. Perform other OPFOR MAR tasks as directed by OPFOR command cell and OPFOR J35.
9. Attend Incident Development boards, working groups and other meetings as directed by OPFOR command cell and OPFOR J35.
10. Be prepared to attend OPFOR Crisis Action Team (CAT) activation at short notice or no notice in order support resolution of a critical exercise related issue.
11. Coordinate and deconflict with other OPFOR cells and other EXCON cells daily during execution.
12. Contribute to the OPFOR Operational Design from a MAR domain perspective.
13. Coordinate CAX (Computer Assisted Exercise) and Joint Theatre Level Simulation (JTLS) requirements for OPFOR MAR forces and manoeuvres.
14. Advise OPFOR command cell and OPFOR J35 in blue/deep water naval warfare.

Scripting Workshop:

1. Support MEL/MIL Scripting, including JEMM, translating guidance from OPFOR command cell and OPFOR J35 into a deliverable plan and overseeing OPFOR MAR operations across all Events, Incidents and Injects.
2. Conduct OPFOR MAR scripting development, including JEMM and ensure OPFOR MAR effects are designed in accordance with the overall OPFOR Joint Plan and SoM in accordance with OPFOR command cell and OPFOR J35 Direction and Guidance (D&G).
3. Coordinate with the OPFOR command cell and OPFOR J35 in order to identify and create required OPFOR MAR content, including in JEMM, to support storylines across all functional areas.
4. Advise scripting syndicates on OPFOR MAR implications related to incidents, injects, and develop opportunities for OPFOR MAR effects.
5. Develop associated OPFOR MAR inject placeholders in JEMM to supplement storyboards, incidents and injects as required.
6. Ensure that all OPFOR MAR incidents and injects in JEMM are focussed on operational level effects (not tactical).
7. Synchronize OPFOR MAR injects in JEMM across the overall exercise battle rhythm.
8. Perform other OPFOR MAR tasks as directed by OPFOR command cell and OPFOR J35.
9. Attend Scripting Workshop boards, working groups and other meetings as directed by OPFOR command cell and OPFOR J35.
10. Be prepared to attend OPFOR Crisis Action Team (CAT) activation at short notice or no notice in order support resolution of a critical exercise related issue.
11. Specifically coordinate with EXCON MAR Response Cell (RC) as required.
12. Coordinate, as required, with other EXCON RCs.
13. Contribute to the OPFOR Operational Design from a MAR domain perspective.
14. Coordinate CAX (Computer Assisted Exercise) and Joint Theatre Level Simulation (JTLS) requirements for OPFOR MAR forces and manoeuvres.
15. Advise OPFOR command cell and OPFOR J35 in blue/deep water naval warfare.
16. May be appointed Chief OPFOR MAR cell by Chief OPFOR dependent upon specific exercise requirements and circumstances.

Block E:

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1. Prior to STARTEX, review JEMM database to ensure that OPFOR MAR effects and influence for each storyline is complete and aligned with the OPFOR Joint Plan and OPFOR SoM.
2. Receive regular direction and guidance (D&G) from OPFOR command cell and OPFOR J35 on dynamic changes and translate this D&G into timely OPFOR MAR effects.
3. May be appointed Chief OPFOR MAR cell by Chief OPFOR dependent upon specific exercise requirements and circumstances. If so: Provide D&G to OPFOR MAR cell Battle Captains (BCs) and other staff within the cell.
4. If In role as Chief OPFOR MAR cell, Be Prepared to (BPT) roster OPFOR MAR BCs (mil pers only) and other cell staff (mil pers only) into a 2-shift (until midnight) or 3 shift (24/7 ops) system in order to achieve OPFOR MAR operations and effects aligned with the OPFOR Joint Plan and SoM.
5. Coordinate as required with other EXCON staff from OPFOR, CAX, Intel, LOCON RCs, TGTS, SOF and others as necessary to ensure that the OPFOR MAR operations and effects are accurate and aligned with the OPFOR OJP and SoM.
6. Collaborate daily with OPFOR command cell and OPFOR J35 to ensure timely alignment with the latest OPFOR developments as directed by the OPFOR command cell and OPFOR J35.
7. Provide daily OPFOR MAR feedback and updates to the OPFOR command cell and OPFOR J35 as required.
8. Be prepared to dynamically script, in JEMM, OPFOR MAR content as required by the MEL/MIL, TA activity, OPFOR command cell and OPFOR J35 D&G.
9. Perform other OPFOR MAR tasks as directed by the OPFOR command cell OPFOR J35.
10. Attend Block E EXCON boards, working groups, VTCs, TELECONS and other meetings as directed by the OPFOR command cell and OPFOR J35.
11. Be prepared to attend OPFOR Crisis Action Team (CAT) activation at short notice or no notice in order support resolution of a critical exercise related issue.
12. Specifically coordinate with EXCON MAR Response Cell (RC) as required.
13. Coordinate, daily, with other EXCON RCs during execution.
14. BPT brief specific OPFOR MAR issues at the daily OPFOR Huddle.
15. Provide support to EXCON Targeting (TGTs) cell for Battle Damage Assessment (BDA) reporting.
16. Assist with the preparation of OPFOR FRAGOs.

17. Advise OPFOR command cell and OPFOR J35 in deep/blue water naval warfare.

3.3 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Higher level Civilian, Military or Staff College Education/Degree		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. Minimum 8 years previous military experience within the last 12 years in the operational Maritime domain, including at least 2 years at sea, reaching the rank of OF4 or above.		
3. Previous Command of a Maritime Task Group at OF4 level or higher.		
4. Previous Staff officer qualified and worked at a 2* or higher in one or more of the following: a. MAR, JOINT, or NATO Command Structure b. NATO Force Structure HQ c. National Command Structure d. Maritime Component HQ in one of the following domains: J3, J5, N3 or N5.		
5. Previous NATO assignment or deployment to a NATO operation or NATO fleet in the operational MAR field domain within one of the following domains: J3, J5, N3, N5.		

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6. 2-3 years' experience in assessing and reading the Recognized Maritime Picture (RMP) including white shipping.		
7. Experience of the NATO or national operational planning processes in respect of MAR operations.		
8. Competent in Microsoft Word, Excel and PowerPoint		
9. Current NATO Secret Security Clearance.		(Attach National Clearance)
10. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

3.4 OPFOR – Non-linear Subject Matter Expert (SME)

Tasking

Incident Development Workshop:

1. Support Incident Development to develop storylines with appropriate level of NON-LINEAR effects including the establishment of Threat Networks.
2. Conduct OPFOR NON-LINEAR incident development in the Joint Exercise Management Module (JEMM) and Link Analysis software and ensure OPFOR NON-LINEAR effects are designed in accordance with the overall OPFOR Joint Plan (OJP) and Scheme of Manoeuvre (SoM).
3. Script OPFOR NON-LINEAR content, including in JEMM, as required and edit submitted OPFOR NON-LINEAR content to ensure it is delivered in accordance with the OPFOR Joint Plan and SoM.
4. Provide NON-LINEAR expertise to OPFOR scripters as required.
5. Report to Chief OPFOR NON-LINEAR cell.
6. Actively support assigned workshop syndicate(s) by contributing OPFOR NON-LINEAR expertise.
7. Specifically ensure wider understanding of OPFOR NON-LINEAR implications within events, incidents, storylines and themes and identify opportunities for OPFOR NON-LINEAR effects to further develop during later Scripting workshop.
8. Perform other OPFOR NON_LINEAR tasks as directed by Chief OPFOR NON-LINEAR cell.
9. Attend Incident Development boards, working groups and other meetings as directed by Chief OPFOR NON-LINEAR cell.
10. Be prepared to attend OPFOR Crisis Action Team (CAT) activation at short notice or no notice in order support resolution of a critical exercise related issue.
11. Coordinate and deconflict with other OPFOR cells and other EXCON cells daily during execution. .
12. Contribute to the OPFOR Joint Plan from a NON-LINEAR domain perspective.
13. Support coordination of CAX (Computer Assisted Exercise) and Joint Theatre Level Simulation (JTLS) requirements for OPFOR NON-LINEAR forces and manoeuvres as directed by Chief OPFOR NON-LINEAR cell.

Scripting Workshop:

1. Support MEL/MIL Scripting, including JEMM and Link Analysis software translating guidance from Chief OPFOR NON-LINEAR into a deliverable plan and the establishment of Threat Networks.
2. Conduct OPFOR NON-LINEAR scripting development, including JEMM and ensure that OPFOR NON-LINEAR effects are designed in accordance with the overall OPFOR Joint Plan and SoM in accordance with D & G given by Chief OPFOR NON-LINEAR cell.
3. Coordinate with other OPFOR cells in order to identify and create required OPFOR NON-LINEAR content, including in JEMM and Link-Analysis, to support storylines across all functional areas.
4. Advise scripting syndicates on OPFOR NON-LINEAR implications related to incidents and injects and develop opportunities for OPFOR NON-LINEAR effects.
5. Develop associated OPFOR NON-LINEAR inject placeholders in JEMM to supplement storyboards, incidents and injects as required.
6. Ensure that all OPFOR NON-LINEAR incidents and injects in JEMM are focussed on operational level effects (not tactical).
7. Synchronize OPFOR NON-LINEAR injects in JEMM across the overall exercise battle rhythm.
8. Perform other OPFOR NON-LINEAR tasks as directed by Chief OPFOR NON-LINEAR cell.
9. Attend Scripting Workshop boards, working groups and other meetings as directed by Chief OPFOR NON-LINEAR cell.
10. Be prepared to attend OPFOR Crisis Action Team (CAT) activation at short notice or no notice in order support resolution of a critical exercise related issue.
11. Coordinate, daily, with other EXCON RCs during execution
12. Contribute to the OPFOR Joint Plan from a NON-LINEAR domain perspective.
13. Support coordination of CAX (Computer Assisted Exercise) and Joint Theatre Level Simulation (JTLS) requirements for OPFOR NON-LINEAR forces and manoeuvres.

Execution (Block E):

1. Prior to STARTEX, review JEMM database and Link Analysis data to ensure that OPFOR NON-LINEAR effects and influence for each storyline is complete and aligned with the OPFOR Joint Plan and OPFOR SoM.

2. Analyse and be prepared to dynamically script amendments to OPFOR Threat Networks using Link Analysis software.
3. Take regular direction and guidance (D&G) from Chief OPFOR NON-LINEAR cell on dynamic changes and translate this D&G into timely OPFOR NON-LINEAR effects.
4. Appointed within the OPFOR NON-LINEAR cell.
5. Coordinate as required with other EXCON staff from OPFOR, CAX, Intel, LOCON RCs, TGTS, SOF and others as necessary to ensure that the OPFOR NON-LINEAR operations and effects are accurate and aligned with the OPFOR Joint Plan and SoM.
6. Coordinate daily with Chief OPFOR NON-LINEAR cell to support timely alignment with the latest OPFOR developments.
7. Provide daily OPFOR NON-LINEAR feedback to Chief OPFOR NON-LINEAR cell.
8. Be prepared to dynamically script, in JEMM, OPFOR NON-LINEAR content as required by the MEL/MIL, TA activity and CHIEF OPFOR NON-LINEAR cell D & G.
9. Perform other OPFOR NON-LINEAR tasks as directed by Chief OPFOR NON-LINEAR cell.
10. Attend Block 3 EXCON boards, working groups, VTCs, TELECONS and other meetings as directed by Chief OPFOR NON-LINEAR cell.
11. Be prepared to attend OPFOR Crisis Action Team (CAT) activation at short notice or no notice in order support resolution of a critical exercise related issue.
12. Coordinate, as required, with other EXCON RCs.
13. BPT brief specific OPFOR NON-LINEAR issues at the daily OPFOR Huddle.
14. Provide support to EXCON Targeting (TGTs) cell for Battle Damage Assessment (BDA) reporting if required.
15. Assist with the preparation of OPFOR FRAGOs.

3.4 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Higher-level Civilian, Military or Staff College Education/Degree relevant to Intelligence, Law or International Affairs or related subjects and/or 8 years previous military or civilian experience in the Operational Intelligence or Special Forces domain		Sample: Compliance narrative: ... Unequivocal reference evidenced by: Index item #, Resume/CV page # etc.
2. Minimum 8 years previous military or civilian experience within the last 12 years in the OPERATIONAL INTELLIGENCE or SPECIAL FORCES domain reaching the rank of OF3/OF4 (or civilian equivalent).		
3. 3 years military or civilian experience as a OF3-OF4 (or civilian equivalent) in one of the following positions: a. Senior Field Agent b. Supervisory Special Agent c. Special Agent in Charge d. Senior Case Officer e. Senior Analyst in a NATO or national Military or Civilian Intelligence or Security Police Agency or NATO or national Special Forces domain equivalent to a 2* HQ or higher		
4. Competent and Qualified in Link Analysis databases and software applications including 'I-Base' and 'I2		

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5. Working knowledge of Hybrid threats at the operational or strategic level.		
6. Competent in Microsoft Word, Excel and PowerPoint		
7. Current NATO Secret Security Clearance.		(Attach Clearance)
8. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

3.5 OPFOR- Cyber Subject Matter Expert (SME)

Tasking

Incident Development Workshop, MEL/MIL Workshops and Block E - Execution Phase:

1. Take part in/contribute to OPFOR CYBER incident and storyline development of OPFOR CYBER effects in the Joint Exercise Management Module (JEMM) and develop OPFOR CYBER effects at appropriate level and in accordance with and the overall OPFOR Joint Plan (OJP) and Scheme of Manoeuvre (SoM).
2. Ensure that all OPFOR CYBER incidents and injects in JEMM are focused on strategic and operational level effects (not tactical).
3. Support MEL/MIL Scripting, including JEMM, translating guidance from OPFOR command cell and OPFOR J35 into a deliverable plan and overseeing OPFOR CYBER operations across all Events, Incidents and Injects.
4. Actively support and advise assigned MEL/MIL workshop syndicate(s) on OPFOR CYBER implications related to incidents and injects and develop opportunities for OPFOR CYBER effects by contributing OPFOR CYBER expertise.
5. Specifically ensure wider understanding of OPFOR CYBER implications within events, incidents, storylines and themes and identify opportunities for OPFOR CYBER effects to be further developed and explored ICCW other Response Cells.
6. Coordinate, synchronize and de-conflict OPFOR CYBER injects in JEMM across the overall exercise battle rhythm with other OPFOR cells and other EXCON cells as required.
7. Specifically coordinate with EXCON CYBER Response Cell (RC) as required.
8. Contribute to the OPFOR Operational Design from a CYBER domain perspective.
9. Advise OPFOR command cell and OPFOR J35 in cyber warfare.
10. Brief the OPFOR CYBER team on the cyberspace package (i.e. Cyber threat actors, their TTPs etc.) as required.
11. Attend boards, working groups, syndicates and other meetings as directed by OPFOR command cell and OPFOR J35.
12. Be prepared to attend OPFOR Crisis Action Team (CAT) activation at short notice or no notice in order support resolution of a critical exercise related issue.
13. Coordinate CAX (Computer Assisted Exercise) and Joint Theatre Level Simulation (JTLS) requirements for OPFOR CYBER actions.

14. Perform other OPFOR CYBER tasks as directed by the OPFOR command cell OPFOR J35.

Execution (Block E):

1. Collaborate daily with OPFOR command cell and OPFOR J35 to ensure timely alignment with the latest OPFOR developments as directed by the OPFOR command cell and OPFOR J35.
2. Assist with the preparation of OPFOR FRAGOs.
3. Provide daily OPFOR CYBER feedback and updates to the OPFOR command cell and OPFOR J35 as required. BPT brief specific OPFOR CYBER issues at the daily OPFOR Huddle
4. Provide support to EXCON Targeting (TGTs) cell for Battle Damage Assessment (BDA) reporting.
5. Be prepared to dynamically script, in JEMM, OPFOR CYBER content as required by the MEL/MIL, TA activity, OPFOR command cell and OPFOR J35 D&G.

3.5 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Higher-level Civilian, Military or Staff College Education/Degree or advanced military course relevant to cybersecurity, computer science or a similar discipline		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. Minimum 4 years previous military experience within the last 12 years in the operational CYBER domain, reaching the rank of OF3/OF4 (suitably experienced OF2/OR7+ considered by exception based on expertise and relevant staff experience)		
3. In-depth knowledge and understanding of NATO's CYBERSPACE operations Operational Planning Procedures and Processes		
4. Experience of NATO or National Operational Exercises		
5. Current NATO Secret Security Clearance.		(Attach Clearance)
6. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent		

3.6 OPFOR – Special Operations Forces (SOF) Subject Matter Expert (SME)

Tasking

Incident Development Workshop:

1. Reports to Chief OPFOR SOF cell
2. Support Incident Development to ensure storylines are developed with appropriate level of SOF effects
3. Conduct OPFOR SOF actions development in the Joint Exercise Management Module (JEMM) effects are designed in accordance with the overall OPFOR Joint Plan (OJP) and Scheme of Manoeuvre (SoM).
4. Script OPFOR SOF content, including in JEMM, as required and edit submitted OPFOR SOF content to ensure it is delivered in accordance with the OPFOR Joint Plan and SoM.
5. Provide SOF expertise to (OPFOR) scripters as required.
6. Actively support assigned workshop syndicate(s) by contributing OPFOR SOF expertise.
7. Specifically ensure wider understanding of OPFOR SOF implications within events, incidents, storylines and themes and identify opportunities for OPFOR SOF effects to further develop during later Scripting workshop.
8. Perform other OPFOR tasks as directed by Chief OPFOR SOF cell.
9. Attend Incident Development boards, working groups and other meetings as directed by Chief OPFOR SOF cell.
10. Be prepared to attend OPFOR Crisis Action Team (CAT) activation at short notice or no notice in order support resolution of a critical exercise related issue.
11. Coordinate and de-conflict with other OPFOR cells and other EXCON cells as required.
12. Contribute to the OPFOR Joint Plan from a SOF domain perspective.
13. Support coordination of CAX (Computer Assisted Exercise) and Joint Theatre Level Simulation (JTLS) requirements for OPFOR SOF forces and manoeuvres as directed by Chief OPFOR SOF cell.
14. Support Training Audience (TA) SOF in achievement of SOF specific Training Objectives (TO)

Scripting Workshop:

1. Support MEL/MIL Scripting, including JEMM translating direction and guidance from Chief OPFOR SOF into a deliverable plan
2. Conduct OPFOR SOF scripting development, including JEMM and ensure that OPFOR SOF effects are designed in accordance with the overall OPFOR Joint Plan and SoM in support of achievement of TO.
3. Coordinate with other OPFOR cells in order to identify and create required OPFOR SOF content, including in JEMM, to support storylines across all functional areas.
4. Advice (other) scripting syndicates on OPFOR SOF implications related to incidents, injects, and develop opportunities for OPFOR SOF effects.
5. Develop associated OPFOR SOF action placeholders in JEMM to supplement storyboards, incidents and injects as required.
6. Ensure that all OPFOR SOF actions in JEMM synchronize with operational /strategic level effects.
7. Synchronize OPFOR SOF actions in JEMM across the overall exercise battle rhythm.
8. Perform other OPFOR SOF tasks as directed by Chief OPFOR SOF cell.
9. Attend Scripting Workshop boards, working groups and other meetings as directed by Chief OPFOR SOF cell.
10. Be prepared to attend OPFOR Crisis Action Team (CAT) activation at short notice or no notice in order support resolution of a critical exercise related issue.
11. Coordinate, as required, with other EXCON RCs.
12. Contribute to the OPFOR Joint Plan from a SOF domain perspective.
13. Support coordination of CAX (Computer Assisted Exercise) and Joint Theatre Level Simulation (JTLS) requirements for OPFOR SOF forces and manoeuvres.
14. Support Training Audience (TA) SOF in achievement of SOF specific Training Objectives (TO).

Execution (Block E):

1. Prior to STARTEX, review JEMM database to ensure that OPFOR SOF effects and influence for each storyline is complete and aligned with the OPFOR Joint Plan and OPFOR SoM.
2. analyse and be prepared to dynamically script amendments

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3. Take regular direction and guidance (D&G) from Chief OPFOR SOF cell on dynamic changes and translate this D&G into timely OPFOR SOF effects.
4. Appointed within the OPFOR SOF cell.
5. Coordinate as required with other EXCON staff from OPFOR, CAX, Intel, LOCON RCs, TGTS, SOF and others as necessary to ensure that the OPFOR SOF operations and effects are accurate and aligned with the OPFOR Joint Plan and SoM.
6. Coordinate daily with Chief OPFOR SOF cell to support timely alignment with the latest OPFOR developments.
7. Provide daily OPFOR SOF feedback to Chief OPFOR SOF cell.
8. Be prepared to dynamically develop, in JEMM, OPFOR SOF content as required by the MEL/MIL, TA activity and CHIEF SOF cell D & G.
9. Perform other OPFOR SOF tasks as directed by Chief OPFOR SOF cell.
10. Attend Block E EXCON boards, working groups, VTCs, TELECONS and other meetings as directed by Chief OPFOR SOF cell.
11. Be prepared to attend OPFOR Crisis Action Team (CAT) activation at short notice or no notice in order support resolution of a critical exercise related issue.
12. Coordinate, as required, with other EXCON RCs.
13. BPT brief specific OPFOR SOF issues at the daily OPFOR huddle.
14. Supports Training Audience (TA) SOF portion in achievement of SOF specific Training Objectives (TO)
15. Provide support to EXCON Targeting (TGTs) cell for Battle Damage Assessment (BDA) reporting if required.
16. Assist with the preparation of OPFOR FRAGOs.

3.6 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
<p>1. Higher level Civilian, Military or Staff College Education/Degree relevant in Intelligence, Law or International Affairs related subject or</p> <p>8 years previous military or civilian experience in the Operational Intelligence or Special Forces domain</p>		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
<p>2. Minimum 8 years previous military or civilian experience within the last 12 years in the OPERATIONAL INTELLIGENCE or SPECIAL FORCES domain reaching the rank of OF2/OF3/OF4 (or civilian equivalent).</p>		
<p>3. 3 years military or civilian experience as a OF2-OF4 (or civilian equivalent) in one of the following positions:</p> <ul style="list-style-type: none"> a. Supervisory Special Agent b. Special Agent in Charge c. Senior Case Officer d. Senior Analyst <p>in a NATO or national Military or Civilian Intelligence or Security Police Agency or NATO or national Special Forces domain equivalent to a 1* HQ or higher</p>		
<p>4. Competent and Qualified in Link Analysis databases and software applications including 'I-Base' and 'I2'</p>		
<p>5. Working knowledge of SOF/Hybrid threats at the strategic level.</p>		

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(Operational level may be accepted as a REDLINE candidate).		
6. Experience of the NATO or national operational planning processes in respect of SOF operations.		
7. Previous NATO assignment or deployment to a NATO operation or NATO fleet in the operational SOF field domain within one of the following domains: J2, J3, J5.		
8. Competent in Microsoft Word, Excel and PowerPoint		

9. Current NATO Secret Security Clearance.		(Attach Clearance)
10. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

3.7 OPFOR- SPACE Subject Matter Expert (SME)

Background

Take part in/contribute to incident and storyline development of OPFOR SPACE effects in the Joint Exercise Management Module (JEMM) and ensure OPFOR SPACE effects are designed at appropriate level and in accordance with and the overall OPFOR Joint Plan (OJP) and Scheme of Manoeuvre (SoM).

Tasking

Incident Development Workshop, MEL/MIL workshop:

1. Ensure that all OPFOR SPACE incidents and injects in JEMM are focused on strategic and operational level effects (not tactical).
2. Support MEL/MIL Scripting, including JEMM, translating guidance from OPFOR command cell and OPFOR J35 into a deliverable plan and overseeing OPFOR SPACE operations across all Events, Incidents and Injects.
3. Actively support and advise assigned MEL/MIL workshop syndicate(s) on OPFOR SPACE implications related to incidents and injects and develop opportunities for OPFOR SPACE effects by contributing OPFOR SPACE expertise.
4. Specifically ensure wider understanding of OPFOR SPACE implications within events, incidents, storylines and themes and identify opportunities for OPFOR SPACE effects to be further developed and explored ICCW other Response Cells.

Execution (Block E):

1. Coordinate, synchronize and de-conflict OPFOR SPACE injects in JEMM across the overall exercise battle rhythm with other OPFOR cells and other EXCON cells as required.
2. Specifically coordinate with EXCON SPACE Response Cell (RC) as required.
3. Contribute to the OPFOR Operational Design and to the OPFOR Target List from a SPACE domain perspective.
4. Advise OPFOR command cell and OPFOR J35 in space warfare.
5. Brief the OPFOR SPACE team on the space package (capabilities, TTPs etc.) as required.
6. Attend boards, working groups, syndicates and other meetings as directed by OPFOR command cell and OPFOR J35.

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7. Be prepared to attend OPFOR Crisis Action Team (CAT) activation at short notice or no notice in order support resolution of a critical exercise related issue.
8. Coordinate CAX (Computer Assisted Exercise) and Joint Theatre Level Simulation (JTLS) requirements for OPFOR SPACE actions.
9. Perform other OPFOR SPACE tasks as directed by the OPFOR command cell OPFOR J35.
10. Collaborate daily with OPFOR command cell and OPFOR J35 to ensure timely alignment with the latest OPFOR developments as directed by the OPFOR command cell and OPFOR J35.
11. Assist with the preparation of OPFOR FRAGOs.
12. Provide daily OPFOR SPACE feedback and updates to the OPFOR command cell and OPFOR J35 as required. BPT brief specific OPFOR SPACE issues at the daily OPFOR Huddle
13. Provide support to EXCON Targeting (TGTs) cell for Battle Damage Assessment (BDA) reporting.
14. Be prepared to dynamically script, in JEMM, OPFOR SPACE content as required by the MEL/MIL, TA activity, OPFOR command cell and OPFOR J35 D&G.

3.7 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Higher-level Civilian, Military or Staff College Education/Degree or relevant practical experience in SPACE domain		Sample: Compliance narrative: ... Unequivocal reference evidenced by: Index item #, Resume/CV page # etc.
2. Minimum 4 years previous military experience within the last 8 years in the operational SPACE domain, reaching the rank of OF3/OF4 (suitably experienced OF2/OR7+ considered by exception based on expertise and relevant staff experience)		
3. In-depth knowledge and understanding of NATO's SPACE operations Operational Planning Procedures and Processes		
4. Experience of NATO or National Operational Exercises		
5. Current NATO Secret Security Clearance.		(Attach Clearance)
6. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent		

Support Area 4 - INTEL

Background

The Intelligence (INTEL) support area simulates the NIFC (NATO Intelligence Fusion Centre). NIFC supports the exercise execution with full-spectrum, multi-domain operational and strategic intelligence, which is enabled by a wide range of intelligence disciplines, simulated national collection capabilities, and relevant subject matter expertise. INTEL creates the situational awareness for EXCON on intelligence matters and provides TAs with a RFI process and an array of resources to maximize training value.

Special Functions

- 4.1 INTEL – JISR Collection Manager
- 4.2 INTEL – NIFC Intel Military Strategic Analyst
- 4.3 INTEL – NIFC Intel Military Analyst - Land
- 4.4 INTEL – NIFC Intel Military Analyst - Maritime
- 4.5 INTEL – NIFC P_ESII Analyst
- 4.6 INTEL – NIFC IMINT SME
- 4.7 INTEL – NIFC RFI Manager
- 4.8 INTEL – NIFC Intel Military Analyst – Air & Space
- 4.9 INTEL – NIFC Intel Military Analyst – SOF/Non-Linear

4.1 INTEL – JISR Collection Manager

Tasking:

1. Grant robust overall strategic situational awareness
2. Understand exercise and training objectives and ensure their representation of the scenario supports the training audience's achievement of those objectives.
3. Assist JWC EXCON INTEL in the development of NIFC strategic and operational level scenario documents tailored to the TA and TO of exercise.
4. In accordance with JWC EXCON INTEL Chief's guidance and management, and with all necessary coordination, generate appropriate exercise material to provide a challenging and realistic problem set to the TA in line with the TO and scenario.
5. Support the TA achievement of TO, through tailored and accurate delivery of scenario intel-related information.
6. Quickly read, digest, analyse and understand the comprehensive strategic/operational environment and situational awareness as depicted in the scenario documentation provided by JWC.
7. Understand and provide recommendations for improvement in the strategic/operational intelligence to refine or improve the scenario.
8. Be prepared to update and amend exercise and scenario documentation during the course of the exercise in order to ensure training objectives continue to be met.
9. Produce agendas, written speaking notes and minutes of meetings in support of scenario building, communication/coordination and knowledge management.
10. Monitor TA activity and output so as to provide timely feedback to JWC EXCON staff to amend and adapt the exercise as required.
11. Under JWC EXCON INTEL Chief's guidance and management, be prepared to supply updates to JWC documentation to ensure representation of latest adversary doctrine/TTPs in area of intelligence subject matter expertise.
12. Attend JWC EXCON meetings as dictated by the EXCON battle rhythm and JWC EXCON INTEL Chief, providing NIFC Intelligence SME advice as required.
13. On request, provide feedback to JWC permanent staff for the improvement of NATO exercise processes.
14. Provide subject matter expertise in JISR Collection Management (CM), acting as NIFC CM to realistically represent the NIFC CM exercise processes and agreed collection capabilities within the scenario to the Training Audience (TA).

15. Be prepared to assist JWC EXCON INTEL in the development of strategic and operational level JISR CM scenario documents tailored to the training audience and exercise.
16. Understand and provide recommendations for improvement in JISR CM to JWC EXCON INTEL in terms of refine or improve the scenario.
17. IAW with AJP-2.7 & AJP-2.1 in addition to AJP-3 and MC 348/AD 065-011, understand and analyse developing TA JISR planning process, Intelligence Collection Plans (ICP), TA Operational orders & documentation, Collection Task Lists (CTL) and their impacts on the Commander's decision-making process and TO.
18. Act as the focal point for the training audience for JISR CM matters during exercise preparation and execution to include advice on Nations National Intelligence (NNI) capabilities & tasking processes, SPACE collection, Operational sensor capabilities and the JISR collection tasking processes.
19. Provide JISR support and advice within EXCON & OPFOR during MMIDWS and or MMSWS in line with scenario settings and agreed exercise collection capabilities ITO provide guidance for likely TA understanding of the OPFOR Plan and contribute to the identification of a realistic/agreed BDA reporting concept based on TA JISR sensor capabilities and likely CTL submissions.
20. Coordination Requirements:
 - a. Within EXCON JISR CAX Team to confirm NATO (Blue Book) sensor configuration and NNI (SPACE) simulation replication.
 - b. Within EXCON Targeting to ensure that JISR tasking and execution can be synchronized to support TA Targeting TO.
 - c. Within EXCON SPACE Response Cell to ensure NNI Requests can be serviced and reporting formats are appropriate.
 - d. Within Chief JWC EXCON INTEL & LOCON Response Cells (ISR) confirm JISR CM processes and associated reporting outputs together with possible contributions to the DIU during exercise and preparation and execution.
 - e. Develop a basic Concept of Operations for the use of NNI sources & agencies in the conflict, reflecting NATO Collection Requests (CRs) to Nations. If required, develop and present plans.
 - f. Close coordinate with the NIFC analysts and contribute to the DIU production to ensure strategic intelligence reporting as well as NNI is reflected within DIU itself.

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- g. Ensure the JISR intelligence reporting from the EXCON LOCON Response Cells reflects TA tasking and that the reporting is reflected in the appropriate formats and through the agreed communication systems or software applications.
- h. Act as NIFC CM in meetings with the TA during the exercise, whether face to face, by VTC, phone, email or letter.

4.1 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Demonstrated 3 years' experience in the last 10 years with working in a National or NATO Strategic or Operational level Command as JISR Collection Manager (or similar post).		Sample: Compliance narrative: ... Unequivocal reference evidenced by: Index item #, Resume/CV page # etc.
2. Demonstrated 3 years' experience in the last 10 years operational knowledge of Intelligence, either as a Military Officer or as a civilian.		
3. Completion of the following courses: a. NATO Intelligence Course or National equivalent b. NATO IRM & CM Course or National equivalent. c. NATO Intelligence Warning System (NIWS) Course or demonstrated working knowledge and experience within the last 5 years.		
4. Working knowledge and Understanding of the following: a. NATO Air/Maritime/Ground/Space Sensor capabilities b. Space Collection c. NATO Targeting Process		

d. NATO Comprehensive Understanding of the Operating Environment (CUOE) Process e. NATO Intelligence Warning System (NIWS)		
5. Demonstrated participation in NATO and/or international strategic planning exercises and operations as intelligence SME in the last 10 years.		
6. Demonstrated 3 years' experience in the last 10 years in briefing senior leaders at strategic/operational level in a National or Multinational environment.		
7. Demonstrated 2 years' experience in the last 10 years in the field of HCON/Senior Advisor Support, to include project management experience within a complex and dynamic environment.		
8. Demonstrated 3 years' experience in the last 10 years in Capability Development and Management Processes in the NATO training environment.		
9. Competent in Microsoft Word, Excel, SharePoint, Outlook and PowerPoint		
10. Regular user of the following functional systems: a. INTEL-FS b. TOPFAS c. BICES		
11. Current NATO Secret Security Clearance.		(Attach Clearance)
12. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

SECTION 7 - NOT REQUIRED

SECTION 8 - NOT REQUIRED

4.2 INTEL – NIFC Intel Military Strategic Analyst

Tasking:

1. Grant robust overall strategic situational awareness
2. Understand exercise and training objectives and ensure their representation of the scenario supports the training audience's achievement of those objectives.
3. Assist JWC EXCON INTEL in the development of NIFC strategic and operational level scenario documents tailored to the TA and TO of exercise.
4. In accordance with JWC EXCON INTEL Chief's guidance and management, and with all necessary coordination, generate appropriate exercise material to provide a challenging and realistic problem set to the TA in line with the TO and scenario.
5. Support the TA achievement of TO, through tailored and accurate delivery of scenario intel-related information.
6. Quickly read, digest, analyse and understand the comprehensive strategic/operational environment and situational awareness as depicted in the scenario documentation provided by JWC.
7. Understand and provide recommendations for improvement in the strategic/operational intelligence to refine or improve the scenario.
8. Be prepared to update and amend exercise and scenario documentation during the course of the exercise in order to ensure training objectives continue to be met.
9. Produce agendas, written speaking notes and minutes of meetings in support of scenario building, communication/coordination and knowledge management.
10. Monitor TA activity and output so as to provide timely feedback to JWC EXCON staff to amend and adapt the exercise as required.
11. Under JWC EXCON INTEL Chief's guidance and management, be prepared to supply updates to JWC documentation to ensure representation of latest adversary doctrine/TTPs in area of intelligence subject matter expertise.
12. Attend JWC EXCON meetings as dictated by the EXCON battle rhythm and JWC EXCON INTEL Chief, providing NIFC Intelligence SME advice as required.
13. On request, provide feedback to JWC permanent staff for the improvement of NATO exercise processes.
14. Provide NATO Intelligence Fusion Centre (NIFC) subject matter expertise (SME) in MIL strategic/operational level intelligence to realistically represent the exercise scenario to include the adversary strategy, doctrine, TTPs and military thoughts to the training audience (TA).

15. In line with relevant existing policy and doctrine (AJP-2 series, AJP-3, MC 348 and AD 065-011), understand and analyse developing TA planning process, plans, documentation and their impacts on the Commander's decision-making process and Training Objectives (TO).
16. Act as one of the focal points for the TA for NIFC MIL strategic/operational level intelligence matters.
17. Contribute to the production of the MIL strategic level EXCON/NIFC Daily Intelligence Update (DIU) and strategic level assessment.
18. Coordinate the DIU production with NIFC P_ESII Analyst, other NIFC MIL Analyst(s), NIFC JISR CM and all the available Intel disciplines' SMEs.
19. Support and advice, during MMIDWS and/or MMSWS, in line with scenario settings and TO, a NIFC/OPFOR coordinated understanding of adversary Concept of Operations, for the NIFC way ahead of strategic/operational level intelligence and doctrines in the exercise conflict settings.
20. Replicate NIFC tasking to support the TA intelligence process and procedures in according with relevant doctrine.
21. Understand and analyse training audience plans (OPLAN) and other OPP documentation and their impacts on the INTEL development.
22. Assist TA by providing SME and scenario representation of NIFC DIU and appropriate focused strategic/operational intelligence assessments.
23. Coordinate and support full spectrum PMESII strategic intelligence and doctrinal operational matters within EXCON and NIFC team.
24. Act as NIFC Mil/Strat Analyst in meetings with the TA during the exercise, whether face to face, by VTC, phone, email or letter.

4.2 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Demonstrated 3 years' experience in the last 10 years with working in a National or NATO Strategic or Operational level Command as Intelligence Analyst.		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. Demonstrated 3 years' experience in the last 10 years operational knowledge of Intelligence, either as a Military Officer or as a civilian.		
3. Completion of the following courses: <ul style="list-style-type: none"> a. NATO Intelligence Course or National equivalent b. NATO Intelligence Analyst Course or National equivalent c. NATO IRM & CM Course or National equivalent d. NATO Intelligence Warning System (NIWS) Course or demonstrated working knowledge and experience within the last 5 years. 		
4. Working knowledge and Understanding of the following: <ul style="list-style-type: none"> a. NATO Air/Maritime/Ground/Space Sensor capabilities b. Space Collection c. NATO Targeting Process 		

d. NATO Comprehensive Understanding of the Operating Environment (CUOE) Process e. NATO Intelligence Warning System (NIWS)		
5. Demonstrated participation in NATO and/or international strategic planning exercises and operations as intelligence SME in the last 10 years.		
6. Demonstrated 3 years' experience in the last 10 years in briefing senior leaders at strategic/operational level in a National or Multinational environment.		
7. Demonstrated 2 years' experience in the last 10 years in the field of HCCON Senior Advisor Support, to include project management experience within a complex and dynamic environment.	SECTION 7 - NOT REQUIRED	
8. Demonstrated 3 years' experience in the last 10 years in Capability Development and Management Processes in the NATO training environment.	SECTION 8 - NOT REQUIRED	
9. Competent in Microsoft Word, Excel, SharePoint, Outlook and PowerPoint		
10. Regular user of the following functional systems: a. INTEL-FS b. TOPFAS c. BICES		
11. Current NATO Secret Security Clearance.		(Attach Clearance)
12. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

4.3 INTEL – NIFC Intel Military Analyst – Land

Tasking:

1. Grant robust overall strategic situational awareness
2. Understand exercise and training objectives and ensure their representation of the scenario supports the training audience's achievement of those objectives.
3. Assist JWC EXCON INTEL in the development of NIFC strategic and operational level scenario documents tailored to the TA and TO of exercise.
4. In accordance with JWC EXCON INTEL Chief's guidance and management, and with all necessary coordination, generate appropriate exercise material to provide a challenging and realistic problem set to the TA in line with the TO and scenario.
5. Support the TA achievement of TO, through tailored and accurate delivery of scenario intel-related information.
6. Quickly read, digest, analyse and understand the comprehensive strategic/operational environment and situational awareness as depicted in the scenario documentation provided by JWC.
7. Understand and provide recommendations for improvement in the strategic/operational intelligence to refine or improve the scenario.
8. Be prepared to update and amend exercise and scenario documentation during the course of the exercise in order to ensure training objectives continue to be met.
9. Produce agendas, written speaking notes and minutes of meetings in support of scenario building, communication/coordination and knowledge management.
10. Monitor TA activity and output so as to provide timely feedback to JWC EXCON staff to amend and adapt the exercise as required.
11. Under JWC EXCON INTEL Chief's guidance and management, be prepared to supply updates to JWC documentation to ensure representation of latest adversary doctrine/TTPs in area of intelligence subject matter expertise.
12. Attend JWC EXCON meetings as dictated by the EXCON battle rhythm and JWC EXCON INTEL Chief, providing NIFC Intelligence SME advice as required.
13. On request, provide feedback to JWC permanent staff for the improvement of NATO exercise processes.
14. Provide NATO Intelligence Fusion Centre (NIFC) subject matter expertise (SME) in MIL (Land) strategic/operational level intelligence to realistically represent the exercise scenario to include the adversary strategy, doctrine, TTPs and military thoughts to the training audience (TA).

15. In line with relevant existing policy and doctrine (AJP-2 series, AJP-3, MC 348 and AD 065-011), understand and analyse developing TA planning process, plans, documentation and their impacts on the Commander's decision-making process and Training Objectives (TO).
16. Act as one of the focal points for the TA for NIFC MIL (Land) strategic/operational level intelligence matters.
17. Contribute to the production of the MIL strategic level EXCON/NIFC Daily Intelligence Update (DIU) and strategic level assessment.
18. Coordinate the DIU production with NIFC MIL Strategic Analyst, NIFC P_ESII Analyst, other NIFC MIL Analyst(s), NIFC JISR CM and all the available Intel disciplines' SMEs.
19. Support and advice, during MMIDWS and/or MMSWS, in line with scenario settings and TO, a NIFC/OPFOR coordinated understanding of adversary Concept of Operations, for the NIFC way ahead of strategic/operational level intelligence and doctrines in the exercise conflict settings.
20. Replicate NIFC tasking to support the TA intelligence process and procedures in according with relevant doctrine.
21. Understand and analyse training audience plans (OPLAN) and other OPP documentation and their impacts on the INTEL development.
22. Assist TA by providing Land SME and scenario representation of NIFC DIU and appropriate focused strategic/operational intelligence assessments.
23. Support full spectrum PMESII strategic intelligence and doctrinal operational matters within EXCON and NIFC team.
24. Act as NIFC Mil (Land) Analyst in meetings with the TA during the exercise, whether face to face, by VTC, phone, email or letter.

4.3 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. 1. Demonstrated 3 years' experience in the last 10 years with working in a National or NATO Strategic or Operational level Command as Intelligence Analyst.		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. 2. Demonstrated 3 years' experience in the last 10 years operational knowledge of Intelligence, either as a Military Officer or as a civilian.		
3. 3. Completion of the following courses: a. NATO Intelligence Course or National equivalent b. NATO Intelligence Analyst Course or National equivalent c. NATO IRM & CM Course or National equivalent d. NATO Intelligence Warning System (NIWS) Course or demonstrated working knowledge and experience within the last 5 years.		
4. Knowledge and Understanding of the following: a. NATO Air/Maritime/Ground/Space Sensor capabilities b. Space Collection c. NATO Targeting Process		

d. NATO Comprehensive Understanding of the Operating Environment (CUOE) Process e. NATO Intelligence Warning System (NIWS)		
5. Demonstrated participation in NATO and/or international strategic planning exercises and operations as intelligence SME in the last 10 years.		
6. Demonstrated 3 years' experience in the last 10 years in briefing senior leaders at strategic/operational level in a National or Multinational environment.		
7. Demonstrated 2 years' experience in the last 10 years in the field of HILCON Senior Advisor Support, to include project management experience within a complex and dynamic environment.		
8. Demonstrated 3 years' experience in the last 10 years in Capability Development and Management Processes in the NATO training environment.		
9. Competent in Microsoft Word, Excel, SharePoint, Outlook and PowerPoint		
10. Regular user of the following functional systems: a. INTEL-FS b. TOPFAS c. BICES		
11. Current NATO Secret Security Clearance.		(Attach Clearance)
12. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

SECTION 7 - NOT REQUIRED

SECTION 8 - NOT REQUIRED

4.4 INTEL – NIFC Intel Military Analyst – Maritime

Tasking:

1. Grant robust overall strategic situational awareness
2. Understand exercise and training objectives and ensure their representation of the scenario supports the training audience's achievement of those objectives.
3. Assist JWC EXCON INTEL in the development of NIFC strategic and operational level scenario documents tailored to the TA and TO of exercise.
4. In accordance with JWC EXCON INTEL Chief's guidance and management, and with all necessary coordination, generate appropriate exercise material to provide a challenging and realistic problem set to the TA in line with the TO and scenario.
5. Support the TA achievement of TO, through tailored and accurate delivery of scenario intel-related information.
6. Quickly read, digest, analyse and understand the comprehensive strategic/operational environment and situational awareness as depicted in the scenario documentation provided by JWC.
7. Understand and provide recommendations for improvement in the strategic/operational intelligence to refine or improve the scenario.
8. Be prepared to update and amend exercise and scenario documentation during the course of the exercise in order to ensure training objectives continue to be met.
9. Produce agendas, written speaking notes and minutes of meetings in support of scenario building, communication/coordination and knowledge management.
10. Monitor TA activity and output so as to provide timely feedback to JWC EXCON staff to amend and adapt the exercise as required.
11. Under JWC EXCON INTEL Chief's guidance and management, be prepared to supply updates to JWC documentation to ensure representation of latest adversary doctrine/TTPs in area of intelligence subject matter expertise.
12. Attend JWC EXCON meetings as dictated by the EXCON battle rhythm and JWC EXCON INTEL Chief, providing NIFC Intelligence SME advice as required.
13. On request, provide feedback to JWC permanent staff for the improvement of NATO exercise processes.
14. Provide NATO Intelligence Fusion Centre (NIFC) subject matter expertise (SME) in MIL (Maritime) strategic/operational level intelligence to realistically represent the exercise scenario to include the adversary strategy, doctrine, TTPs and military thoughts to the training audience (TA).

15. In line with relevant existing policy and doctrine (AJP-2 series, AJP-3, MC 348 and AD 065-011), understand and analyse developing TA planning process, plans, documentation and their impacts on the Commander's decision-making process and Training Objectives (TO).
16. Act as one of the focal points for the TA for NIFC MIL (Maritime) strategic/operational level intelligence matters.
17. Contribute to the production of the MIL strategic level EXCON/NIFC Daily Intelligence Update (DIU) and strategic level assessment.
18. Coordinate the DIU production with NIFC MIL Strategic Analyst, NIFC P_ESII Analyst, other NIFC MIL Analyst(s), NIFC JISR CM and all the available Intel disciplines' SMEs.
19. Support and advice, during MMIDWS and/or MMSWS, in line with scenario settings and TO, a NIFC/OPFOR coordinated understanding of adversary Concept of Operations, for the NIFC way ahead of strategic/operational level intelligence and doctrines in the exercise conflict settings.
20. Replicate NIFC tasking to support the TA intelligence process and procedures in according with relevant doctrine.
21. Understand and analyse training audience plans (OPLAN) and other OPP documentation and their impacts on the INTEL development.
22. Assist TA by providing Maritime SME and scenario representation of NIFC DIU and appropriate focused strategic/operational intelligence assessments.
23. Support full spectrum PMESII strategic intelligence and doctrinal operational matters within EXCON and NIFC team.
24. Act as NIFC Mil (Maritime) Analyst in meetings with the TA during the exercise, whether face to face, by VTC, phone, email or letter

4.4 Technical Requirements and Evaluation Matrix: (SAME AS 4.3/but not tasks)

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Demonstrated 3 years' experience in the last 10 years with working in a National or NATO Strategic or Operational level Command as Intelligence Analyst.		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. Demonstrated 3 years' experience in the last 10 years operational knowledge of Intelligence, either as a Military Officer or as a civilian.		
<p>3. Completion of the following courses:</p> <ul style="list-style-type: none"> a. NATO Intelligence Course or National equivalent b. NATO Intelligence Analyst Course or National equivalent c. NATO IRM & CM Course or National equivalent d. NATO Intelligence Warning System (NIWS) Course or demonstrated working knowledge and experience within the last 5 years. 		
<p>4. Knowledge and Understanding of the following:</p> <ul style="list-style-type: none"> a. NATO Air/Maritime/Ground/Space Sensor capabilities b. Space Collection c. NATO Targeting Process 		

d. NATO Comprehensive Understanding of the Operating Environment (CUOE) Process e. NATO Intelligence Warning System (NIWS)		
5. Demonstrated participation in NATO and/or international strategic planning exercises and operations as intelligence SME in the last 10 years.		
6. Demonstrated 3 years' experience in the last 10 years in briefing senior leaders at strategic/operational level in a National or Multinational environment.		
7. Demonstrated 2 years' experience in the last 10 years in the field of HICON/Senior Advisor Support to include project management experience within a complex and dynamic environment.	SECTION 7 - NOT REQUIRED	
8. Demonstrated 3 years' experience in the last 10 years in Capability Development and Management Processes in the NATO training environment.	SECTION 8 - NOT REQUIRED	
9. Competent in Microsoft Word, Excel, SharePoint, Outlook and PowerPoint		
10. Regular user of the following functional systems: a. INTEL-FS b. TOPFAS c. BICES		
11. Current NATO Secret Security Clearance.		(Attach Clearance)
12. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

4.5 INTEL – NIFC P_ESII Analyst

Tasking:

1. Grant robust overall strategic situational awareness
2. Understand exercise and training objectives and ensure their representation of the scenario supports the training audience's achievement of those objectives.
3. Assist JWC EXCON INTEL in the development of NIFC strategic and operational level scenario documents tailored to the TA and TO of exercise.
4. In accordance with JWC EXCON INTEL Chief's guidance and management, and with all necessary coordination, generate appropriate exercise material to provide a challenging and realistic problem set to the TA in line with the TO and scenario.
5. Support the TA achievement of TO, through tailored and accurate delivery of scenario intel-related information.
6. Quickly read, digest, analyse and understand the comprehensive strategic/operational environment and situational awareness as depicted in the scenario documentation provided by JWC.
7. Understand and provide recommendations for improvement in the strategic/operational intelligence to refine or improve the scenario.
8. Be prepared to update and amend exercise and scenario documentation during the course of the exercise in order to ensure training objectives continue to be met.
9. Produce agendas, written speaking notes and minutes of meetings in support of scenario building, communication/coordination and knowledge management.
10. Monitor TA activity and output so as to provide timely feedback to JWC EXCON staff to amend and adapt the exercise as required.
11. Under JWC EXCON INTEL Chief's guidance and management, be prepared to supply updates to JWC documentation to ensure representation of latest adversary doctrine/TTPs in area of intelligence subject matter expertise.
12. Attend JWC EXCON meetings as dictated by the EXCON battle rhythm and JWC EXCON INTEL Chief, providing NIFC Intelligence SME advice as required.
13. On request, provide feedback to JWC permanent staff for the improvement of NATO exercise processes.
14. Provide comprehensive P_ESII subject matter expertise (SME) replicating NATO Intelligence Fusion Centre (NIFC), to realistically represent the exercise scenario, with the emphasis on non-linear/hybrid domain based on the adversary strategy, to the training audience (TA).

15. In line with relevant existing policy and doctrine, understand and analyse developing TA planning process, plans, documentation and their impacts on the Commander's decision-making process and Training Objectives (TO).
16. Act as one of the focal points for the TA for NIFC P_ESII strategic/operational level intelligence matters to include strategy, doctrine, TTPs as well as contribute to write/produce the P_ESII Strategic-operational level EXCON-NIFC Daily Intelligence Update (DIU) and strategic level assessment.
17. Contribute to the production of the MIL strategic level EXCON/NIFC Daily Intelligence Update (DIU) and strategic level assessment.
18. Coordinate the DIU production with NIFC Mil Strategic Analyst, other NIFC MIL Analyst(s), NIFC JISR CM and all the available Intel disciplines' SMEs. Liaise with specific domain experts, such as Cyber, Space, Human Threat Network, StratCom.
19. Provide sufficient P_ESII SME knowledge to the TA in the NIFC DIUs with the holistic assessments injected into JEMM and published into INTEL-FS. Therefore, coordinate and support full comprehensive PMESII methodology on strategic-operational level, in line with doctrine and within EXCON.
20. Support and advice, during MMIDWS and/or MMSWS, in line with scenario settings and TO, a NIFC/OPFOR coordinated understanding of adversary Concept of Operations, for the NIFC way ahead of strategic/operational level intelligence and doctrines in the exercise conflict settings.
21. Replicate NIFC tasking to support the TA intelligence process and procedures in according with relevant doctrine.
22. Understand and analyse training audience plans (OPLAN) and other OPP documentation and their impacts on the INTEL development.
23. Assist TA by providing SME and scenario representation of NIFC DIU and appropriate focused strategic/operational intelligence assessments.
24. Coordinate and support full spectrum PMESII strategic intelligence and doctrinal operational matters within EXCON and NIFC team.
25. Act as NIFC P_ESII Analyst in meetings with the TA during the exercise, whether face to face, by VTC, phone, email or letter.

4.5 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Demonstrated 3 years' experience in the last 10 years with working in a National or NATO Strategic or Operational level Command as Intelligence Analyst.		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. Demonstrated 3 years' experience in the last 10 years operational knowledge of Intelligence, either as a Military Officer or as a civilian.		
3. Completion of the following courses: <ol style="list-style-type: none"> NATO Intelligence Course or National equivalent NATO Intelligence Analyst Course or National equivalent NATO IRM & CM Course or National equivalent NATO Intelligence Warning System (NIWS) Course or demonstrated working knowledge and experience within the last 5 years. 		
4. Knowledge and Understanding of the following: <ol style="list-style-type: none"> NATO Air/Maritime/Ground/Space Sensor capabilities Space Collection 		

c. NATO Targeting Process d. NATO Comprehensive Understanding of the Operating Environment (CUOE) Process e. NATO Intelligence Warning System (NIWS)		
5. Demonstrated participation in NATO and/or international strategic planning exercises and operations as intelligence SME in the last 10 years.		
6. Demonstrated 3 years' experience in the last 10 years in briefing senior leaders at strategic/operational level in a National or Multinational environment.		
7. Demonstrated 2 years' experience in the last 10 years in the field of NATO/US Senior Advisor Support, to include project management experience within a complex and dynamic environment.		
8. Demonstrated 3 years' experience in the last 10 years in Capability Development and Management Processes in the NATO training environment.		
9. Competent in Microsoft Word, Excel, SharePoint, Outlook and PowerPoint		
10. Regular user of the following functional systems: a. INTEL-FS b. TOPFAS c. BICES		
11. Current NATO Secret Security Clearance.		(Attach Clearance)
12. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

SECTION 7 - NOT REQUIRED

SECTION 8 - NOT REQUIRED

4.6 INTEL – NIFC IMINT SME

Tasking:

1. Grant robust overall strategic situational awareness
2. Understand exercise and training objectives and ensure their representation of the scenario supports the training audience's achievement of those objectives.
3. Assist JWC EXCON INTEL in the development of NIFC strategic and operational level scenario documents tailored to the TA and TO of exercise.
4. In accordance with JWC EXCON INTEL Chief's guidance and management, and with all necessary coordination, generate appropriate exercise material to provide a challenging and realistic problem set to the TA in line with the TO and scenario.
5. Support the TA achievement of TO, through tailored and accurate delivery of scenario intel-related information.
6. Quickly read, digest, analyse and understand the comprehensive strategic/operational environment and situational awareness as depicted in the scenario documentation provided by JWC.
7. Understand and provide recommendations for improvement in the strategic/operational intelligence to refine or improve the scenario.
8. Be prepared to update and amend exercise and scenario documentation during the course of the exercise in order to ensure training objectives continue to be met.
9. Produce agendas, written speaking notes and minutes of meetings in support of scenario building, communication/coordination and knowledge management.
10. Monitor TA activity and output so as to provide timely feedback to JWC EXCON staff to amend and adapt the exercise as required.
11. Under JWC EXCON INTEL Chief's guidance and management, be prepared to supply updates to JWC documentation to ensure representation of latest adversary doctrine/TTPs in area of intelligence subject matter expertise.
12. Attend JWC EXCON meetings as dictated by the EXCON battle rhythm and JWC EXCON INTEL Chief, providing NIFC Intelligence SME advice as required.
13. On request, provide feedback to JWC permanent staff for the improvement of NATO exercise processes.
14. Under direction and guidance received from JISR CM, provide updates to JWC documentation to ensure representation of latest JISR doctrine/TTPs.
15. Assist TA with initial planning stages by providing IMINT subject matter expertise and scenario representation.

16. Act as the focal point for the training audience for IMINT matters during exercise preparation and execution to include advice on Nations IMINT capabilities & tasking processes, SPACE collection and Operational sensor capabilities.
17. Provide IMINT support and advice within EXCON & OPFOR during MMIDWS and or MMSWS in line with scenario settings and agreed exercise collection capabilities in order to provide guidance for likely TA understanding of the OPFOR Plan and contribute to the identification of a realistic/agreed reporting concept based on TA JISR sensor capabilities and likely CTL submissions.
18. Assist the JISR CM to develop a basic Concept of Operations for the use of NNI IMINT in the conflict, reflecting NATO Collection Requests (CRs) to Nations. If required, develop and present plans.
19. Close coordinate with the NIFC analysts in order to contribute to the DIU production and to ensure IMINT reporting is reflected within DIU itself.
20. Liaise with the relevant EXCON LOCON Response Cells to ensure that IMINT reflects TA tasking and that the reporting is reflected in the appropriate formats and through the agreed communication systems or software applications.
21. Coordinate IMINT serials within the JWC EXCON INTEL office and TA's Intel community.

4.6 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Demonstrated 5 years' experience in the last 10 years with working in a National or NATO Strategic or Operational level Command as Imagery Analyst (or similar post).		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. Demonstrated 3 years' experience in the last 10 years operational knowledge of Intelligence, either as a Military Officer or as a civilian.		
3. Completion of the following courses: <ol style="list-style-type: none"> NATO Intelligence Course or National equivalent NATO Imagery and IMINT Course or National equivalent NATO Targeting Course or National equivalent NATO Intelligence Warning System (NIWS) Course or demonstrated working knowledge and experience within the last 5 years. 		
4. Knowledge and Understanding of the following: <ol style="list-style-type: none"> NATO Air/Maritime/Ground/Space Sensor capabilities Space Collection 		

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<ul style="list-style-type: none"> c. NATO Targeting Process d. NATO Comprehensive Understanding of the Operating Environment (CUOE) Process e. NATO Intelligence Warning System (NIWS) 		
5. Demonstrated participation in NATO and/or international strategic planning exercises and operations as intelligence SME in the last 10 years.		
6. Demonstrated 3 years' experience in the last 10 years in briefing senior leaders at strategic/operational level in a National or Multinational environment.		
7. Competent in Microsoft Word, Excel, SharePoint, Outlook and PowerPoint		
8. Regular user of the following functional systems: <ul style="list-style-type: none"> a. INTEL-FS b. TOPFAS c. BICES 		
9. Current NATO Secret Security Clearance.		(Attach National Clearance)
10. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

4.7 INTEL – NIFC RFI Manager

Tasking:

1. Grant robust overall strategic situational awareness
2. Understand exercise and training objectives and ensure their representation of the scenario supports the training audience's achievement of those objectives.
3. Assist JWC EXCON INTEL in the development of NIFC strategic and operational level scenario documents tailored to the TA and TO of exercise.
4. In accordance with JWC EXCON INTEL Chief's guidance and management, and with all necessary coordination, generate appropriate exercise material to provide a challenging and realistic problem set to the TA in line with the TO and scenario.
5. Support the TA achievement of TO, through tailored and accurate delivery of scenario intel-related information.
6. Quickly read, digest, analyse and understand the comprehensive strategic/operational environment and situational awareness as depicted in the scenario documentation provided by JWC.
7. Understand and provide recommendations for improvement in the strategic/operational intelligence, with specific reference to the IRM process, to refine or improve the scenario.
8. Be prepared to update and amend exercise and scenario documentation during the course of the exercise in order to ensure training objectives continue to be met.
9. Produce agendas, written speaking notes and minutes of meetings in support of scenario building, communication/coordination and knowledge management.
10. Monitor TA activity and output so as to provide timely feedback to JWC EXCON staff to amend and adapt the exercise as required.
11. Under JWC EXCON INTEL Chief's guidance and management, be prepared to supply updates to JWC documentation to ensure representation of latest adversary doctrine/TTPs in area of intelligence subject matter expertise.
12. Attend JWC EXCON meetings as dictated by the EXCON battle rhythm and JWC EXCON INTEL Chief, providing NIFC Intelligence SME advice as required.
13. On request, provide feedback to JWC permanent staff for the improvement of NATO exercise processes.
14. Provide subject matter expertise, acting as NIFC RFI Manager to realistically represent the NIFC IRM processes and agreed IRM capabilities within the scenario to the Training Audience (TA).

15. Act as the focal point for the training audience for IRM matters during exercise preparation and execution.
16. Coordinate IRM operational matters within JWC SCENARIO team and JWC EXCON INTEL.
17. Assist TA throughout all the exercise stages by providing IRM subject matter expertise and scenario representation.
18. Provide support and advice within EXCON & OPFOR during MMIDWS and or MMSWS in line with scenario settings and agreed exercise collection capabilities.
19. Act as NIFC (or SHAPE, based on the exercise) IRM and RFI manager in meetings with the TA during the exercise, whether face to face, by VTC, phone, email or letter.

4.7 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	For each line, please explain how the candidate meets the respective Technical Requirements.
1. Demonstrated 3 years' experience in the last 10 years with working in a National or NATO Strategic or Operational level Command as Intelligence Analyst.		
2. Demonstrated 3 years' experience in the last 10 years operational knowledge of Intelligence, either as a Military Officer or as a civilian.		
3. Completion of the following courses: a. NATO Intelligence Course or National equivalent b. NATO IRM & CM Course or National equivalent c. NATO Intelligence Warning System (NIWS) Course or demonstrated working knowledge and experience within the last 5 years.		
4. Knowledge and Understanding of the following: a. NATO Air/Maritime/Ground/Space Sensor capabilities b. Space Collection		

c. NATO Targeting Process d. NATO Comprehensive Understanding of the Operating Environment (CUOE) Process e. NATO Intelligence Warning System (NIWS)		
5. Demonstrated participation in NATO and/or international strategic planning exercises and operations as intelligence SME in the last 10 years.		
6. Demonstrated 3 years' experience in the last 10 years in briefing senior leaders at strategic/operational level in a National or Multinational environment.		
7. Demonstrated 2 years' experience in the last 10 years in the field of HPC/N/S Senior Advisor Support, to include project management experience within a complex and dynamic environment.		
8. Demonstrated 3 years' experience in the last 10 years in Capability Development and Management Processes in the NATO training environment.		
9. Competent in Microsoft Word, Excel, SharePoint, Outlook and PowerPoint		
10. Regular user of the following functional systems: a. INTEL-FS b. TOPFAS c. BICES		
11. Current NATO Secret Security Clearance.		(Attach Clearance)
12. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

SECTION 7 - NOT REQUIRED

SECTION 8 - NOT REQUIRED

4.8 INTEL – NIFC Intel Military Analyst – Air & Space Tasking

1. Grant robust overall strategic situational awareness
2. Understand exercise and training objectives and ensure their representation of the scenario supports the training audience's achievement of those objectives.
3. Assist JWC EXCON INTEL in the development of NIFC strategic and operational level scenario documents tailored to the TA and TO of exercise.
4. In accordance with JWC EXCON INTEL Chief's guidance and management, and with all necessary coordination, generate appropriate exercise material to provide a challenging and realistic problem set to the TA in line with the TO and scenario.
5. Support the TA achievement of TO, through tailored and accurate delivery of scenario Intel- related information.
6. Quickly read, digest, analyse and understand the comprehensive strategic/operational environment and situational awareness as depicted in the scenario documentation provided by JWC.
7. Understand and provide recommendations for improvement in the strategic/operational intelligence to refine or improve the scenario.
8. Be prepared to update and amend exercise and scenario documentation during the course of the exercise in order to ensure training objectives continue to be met.
9. Produce agendas, written speaking notes and minutes of meetings in support of scenario building, communication/coordination and knowledge management.
10. Monitor TA activity and output so as to provide timely feedback to JWC EXCON staff to amend and adapt the exercise as required.

11. Under JWC EXCON INTEL Chief's guidance and management, be prepared to supply updates to JWC documentation to ensure representation of latest adversary doctrine/TTPs in area of intelligence subject matter expertise.
12. Attend JWC EXCON meetings as dictated by the EXCON battle rhythm and JWC EXCON INTEL Chief, providing NIFC Intelligence SME advice as required.
13. On request, provide feedback to JWC permanent staff for the improvement of NATO exercise processes.
14. Provide NATO Intelligence Fusion Centre (NIFC) subject matter expertise (SME) in MIL (Air) strategic/operational level intelligence to realistically represent the exercise scenario to include the adversary strategy, doctrine, TTPs and military thoughts to the training audience (TA).
15. In line with relevant existing policy and doctrine (AJP-2 series, AJP-3, MC 348 and AD65-011), understand and analyse developing TA planning process, plans, documentation and their impacts on the Commander's decision-making process and Training Objectives (TO).
16. Act as one of the focal points for the TA for NIFC MIL (Air) strategic/operational level intelligence matters.
17. Contribute to the production of the MIL strategic level EXCON/NIFC Daily Intelligence Update (DIU) and strategic level assessment.
18. Coordinate the DIU production with NIFC MIL Strategic Analyst, NIFC P_ESII Analyst, other NIFC MIL Analyst(s), NIFC JISR CM and all the available Intel disciplines' SMEs.
19. Support and advise, during MMIDWS and/or MMSWS, in line with scenario settings and training objectives, a NIFC/OPFOR coordinated understanding of adversary Concept of Operations, for the NIFC way ahead of strategic/operational level intelligence and doctrines in the exercise conflict settings.
20. Replicate NIFC tasking to support the TA intelligence process and procedures in according with relevant doctrine.
21. Understand and analyse training audience plans (OPLAN) and other OPP documentation and their impacts on the INTEL development.
22. Assist TA by providing Air SME and scenario representation of NIFC DIU and appropriate focused strategic/operational intelligence assessments.
23. Support full spectrum PMESII strategic intelligence and doctrinal operational matters within EXCON and NIFC team.

24. Act as NIFC Mil (Air) Analyst in meetings with the TA during the exercise, whether face to face, by VTC, phone, email or letter.

4.8 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Demonstrated 3 years' experience in the last 10 years with working in a National or NATO Strategic or Operational level Command as Intelligence Analyst.		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>

2. Demonstrated 3 years' experience in the last 10 years operational knowledge of Intelligence, either as a Military Officer or as a civilian, with primary focus on Air and Space operations.		
3. Completion of the following courses: a. NATO Intelligence Course or National equivalent b. NATO IRM & CM Course or National equivalent c. NATO Intelligence Warning System (NIWS) Course or experience within the last 5 years		
4. Knowledge and Understanding of the following: a. NATO Air/Maritime/Ground/Space Sensor capabilities b. Space Collection c. NATO Targeting Process d. NATO Comprehensive Understanding of the Operating Environment (CUOE) Process e. NATO Intelligence Warning System (NIWS)		
5. Demonstrated participation in NATO and/or international strategic planning exercises and operations as intelligence SME in the last 10 years.		
6. Demonstrated 3 years' experience in the last 10 years in briefing senior leaders at strategic/operational level in a National or Multinational environment.		
7. Demonstrated 2 years' experience in the last 10 years in the role of HCCN Senior Advisor Support, to include project management		

SECTION 7 - NOT REQUIRED

experience within a complex and dynamic environment.		
8. Demonstrated 3 years' experience in the last 10 years in Capability Development and Management Processes in the NATO training environment.		
9. Competent in Microsoft Word, Excel, SharePoint, Outlook and PowerPoint		
10. Regular user of the following functional systems: a. INTEL-FS b. TOPFAS c. BICES		
11. Current NATO Secret Security Clearance or National equivalent.		(Attach National Clearance)
12. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

SECTION 8 - NOT REQUIRED

4.9 INTEL – NIFC Intel Military Analyst – SOF/Non-Linear Tasking

1. Grant robust overall strategic situational awareness.
2. Understand exercise and training objectives and ensure their representation of the scenario supports the training audience's achievement of those objectives.
3. Assist JWC EXCON INTEL in the development of NIFC strategic and operational level scenario documents tailored to the TA and TO of exercise.
4. In accordance with JWC EXCON INTEL Chief's guidance and management, and with all necessary coordination, generate appropriate exercise material to provide a challenging and realistic problem set to the TA in line with the TO and scenario.
5. Support the TA achievement of TO, through tailored and accurate delivery of scenario Intel-related information.
6. Quickly read, digest, analyse and understand the comprehensive strategic/operational environment and situational awareness as depicted in the scenario documentation provided by JWC.
7. Understand and provide recommendations for improvement in the strategic/operational intelligence to refine or improve the scenario.
8. Be prepared to update and amend exercise and scenario documentation during the course of the exercise in order to ensure training objectives continue to be met.
9. Produce agendas, written speaking notes and minutes of meetings in support of scenario building, communication/coordination and knowledge management.
10. Monitor TA activity and output so as to provide timely feedback to JWC EXCON staff to amend and adapt the exercise as required.
11. Under JWC EXCON INTEL Chief's guidance and management, be prepared to supply updates to JWC documentation to ensure representation of latest adversary doctrine/TTPs in area of intelligence subject matter expertise.
12. Attend JWC EXCON meetings as dictated by the EXCON battle rhythm and JWC EXCON INTEL Chief, providing NIFC Intelligence SME advice as required.
13. On request, provide feedback to JWC permanent staff for the improvement of NATO exercise processes.
14. Provide NATO Intelligence Fusion Centre (NIFC) subject matter expertise (SME) in MIL (SOF/Non-Linear) strategic/operational level intelligence to realistically represent the exercise scenario to include the adversary strategy, doctrine, TTPs and military thoughts to the training audience (TA).

15. In line with relevant existing policy and doctrine (AJP-2 series, AJP-3, MC 348 and AD65-011), understand and analyse developing TA planning process, plans, documentation and their impacts on the Commander's decision-making process and Training Objectives (TO).
16. Act as one of the focal points for the TA for NIFC MIL (SOF/Non-Linear) strategic and operational level intelligence matters.
17. Contribute to the production of the MIL strategic level EXCON/NIFC Daily Intelligence Update (DIU) and strategic level assessment.
18. Coordinate the DIU production with NIFC MIL Strategic Analyst, NIFC P_ESII Analyst, other NIFC MIL Analyst(s), NIFC JISR CM and all the available Intel disciplines' SMEs.
19. Support and advise, during MMIDWS and/or MMSWS, in line with scenario settings and training objectives, a NIFC/OPFOR coordinated understanding of adversary Concept of Operations, for the NIFC way ahead of strategic/operational level intelligence and doctrines in the exercise conflict settings.
20. Replicate NIFC tasking to support the TA intelligence process and procedures in accordance with relevant doctrine.
21. Understand and analyse training audience plans (OPLAN) and other OPP documentation and their impacts on the INTEL development.
22. Assist TA by providing SOF/Non-Linear SME and scenario representation of NIFC DIU and appropriate focused strategic/operational intelligence assessments.
23. Support full spectrum PMESII strategic intelligence and doctrinal operational matters within EXCON and NIFC team.
24. Act as NIFC Mil (SOF/Non-Linear) Analyst in meetings with the TA during the exercise, whether face to face, by VTC, phone, email or letter.

4.9 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Demonstrated 3 years' experience in the last 10 years with working in a National or NATO Strategic or Operational level Command as Intelligence Analyst.		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. Demonstrated 3 years' experience in the last 10 years operational knowledge of Intelligence, either as a Military Officer or as a civilian, with primary focus on special operations or CT/COIN operations		
3. Completion of the following courses: <ol style="list-style-type: none"> NATO Intelligence Course or National equivalent NATO IRM & CM Course or National equivalent NATO Intelligence Warning System (NIWS) Course or experience within the last 5 years 		
4. Knowledge and Understanding of the following: <ol style="list-style-type: none"> NATO Air/Maritime/Ground/Space Sensor capabilities Space Collection NATO Targeting Process NATO Comprehensive Understanding of the 		

Operating Environment (CUOE) Process e. NATO Intelligence Warning System (NIWS)		
5. Demonstrated participation in NATO and/or international strategic planning exercises and operations as SOF/CT/COIN-focused intelligence SME in the last 10 years.		
6. Demonstrated 3 years' experience in the last 10 years in briefing senior leaders at strategic/operational level in a National or Multinational environment.		
7. Demonstrated 2 years' experience in the last 10 years in the field of ILCOIN Senior Advisor Support, to include project management experience within a complex and dynamic environment.		
8. Demonstrated 3 years' experience in the last 10 years in Capability Development and Management Processes in the NATO training environment.		
9. Competent in Microsoft Word, Excel, SharePoint, Outlook and PowerPoint		
10. Regular user of the following functional systems: a. INTEL-FS b. TOPFAS c. BICES d. Familiarity with Link Analysis databases and software applications including 'I-Base' and 'I2		
11. Current NATO Secret Security Clearance or National equivalent.		(Attach National Clearance)
12. Demonstrated proficiency in English as defined in STANAG		

SECTION 7 - NOT REQUIRED

SECTION 8 - NOT REQUIRED

NATO UNCLASSIFIED

6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		
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Support Area 5 - MEDIA

Background

The JWC Media Simulation capability provides effects-based, realistic media environments focused on the operational and strategic level. Exercise media environments play a key role in the wider exercise information environments. Media simulation staff are responsible for creating realistic media content including TV news, online news, and strategic social media in addition to performing as media role-players simulating the real-world actions and activity of news media professionals.

Special Functions

- 5.1 MEDIA – Online Media Content Manager
- 5.2 MEDIA – TV and Online Media Role-player
- 5.3 MEDIA – Online Media Writer and Role-player
- 5.4 MEDIA – Media OPFOR Writer and Role-player
- 5.5 MEDIA – Multimedia Technical Specialist
- 5.6 MEDIA – Social Media Scripter
- 5.7 MEDIA – Media Inject and Platform Manager

5.1 MEDIA – Online Media Content Manager

Background

The Online Media Content Manager directly supports the media simulation mission by creating and managing all online and strategic social media content based on daily D&G from Chief, Media. This is a leadership position requiring oversight of up to 20 Media Simulation role-players and social media scripters.

Tasking

Planning Stage:

1. Analyse exercise and scenario documentation to determine specific online media requirements to support exercise media play.
2. Identify and develop simulated mainstream and OPFOR media outlets and journalists to support Chief Media's plan for the exercise media landscape including background data, biographical data, metadata and logos.
3. Identify media content requirements against scenario documents, including Road to Crisis, CSUs, OPFOR Campaign Plan, TA plans, strategic documentation and other sources as necessary.
4. Script online and social media content for each outlet/journalist as required by Chief Media's exercise content plan.
5. Collaborate with Chief Media and OPFOR StratCom to develop analytics plan to supplement online content in support of TA processes.
6. Develop and update Strategic Narrative Alignment Plan (SNAP) matrix to ensure all EXCON stakeholder and influencer narratives are synchronized.

Scripting Events:

1. Support Incident Development Conference to ensure wide understanding of media implications within events, incidents, storylines and themes and identify opportunities for information effects to further develop during scripting.
2. Support MEL/MIL Scripting Conference, translating guidance from Media and OPFOR into a deliverable plan and overseeing design of online content framework across all events.
3. Oversee online media script development and ensure OPFOR and mainstream media effects are designed in accordance with the media lifecycle and in line with the Media and OPFOR exercise plans.

4. Draft online news media content and copy edit submitted online content from others to ensure it is delivered in accordance with established standards for NewsWeb distribution.
5. Provide guidance to online scripters.

Execution (Block E):

1. Prior to STARTEX, review JEMM database to ensure media framework for each storyline is complete and in line with established standards for NewsWeb distribution with appropriate social media support.
2. Update analytics package with expected sentiment estimates and make adjustments as required and in line with Chief Media's guidance, and post analytics periodically throughout exercise according to agreed schedule.
3. Manage media content in JEMM to ensure it is prepared in due course, posted to scheduled deadlines, and updated to accommodate dynamic changes.
4. ICCW Media Inject Manager, post content from JEMM onto NewsWeb and Chatter; add imagery, memes, and other graphics as required.
5. Take regular guidance from Chief Media and OPFOR team on dynamic changes and translate guidance into timely media content.
6. Coordinate as required with other subject matter experts from CAX, Intel, HICON, LOCON, and others necessary to ensure media content is accurate and relevant.
7. Collaborate daily with Chief Media to develop/adjust strategic hashtags, troll and botnet activity as required to support upcoming exercise play.
8. Provide daily and continuing guidance to media role players and scripters to ensure dynamic changes are reflected in online and social media content.
9. Provide daily analytics and feedback to Chief Media on exercise media content production and consumption.
10. Role-play as journalist when required, attending press conferences and conducting interviews.
11. Attend/chair meetings as required to include boards, working groups, cell coordination, and Crisis Action Teams.

5.1 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Higher Education/Degree equivalent to the master's level in a communication related field plus 4 years relevant experience or a university bachelor's degree in a communication related field plus 8 years relevant experience.		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. 4 years (in last 10 years) of military StratCom experience (as a service member or civilian) including media relations work.		
3. Journalism and/or academic writing experience within past 8 years for real-world and/or military exercise publications indicating understanding of journalism standards and practices including adherence to Associated Press or similar style guidelines.		
4. Advanced working knowledge of Joint Exercise Management Module (JEMM) or a similar database management system including the ability to export content to MS Office to produce pivot tables and analytics.		
5. Working knowledge and experience in NATO military operational processes and exercises.		

6. Understanding of current military strategic communications practices and policies.		
7. Advanced knowledge of Microsoft Word, Excel and PowerPoint.		
8. Candidate must provide a link to an online portfolio containing: 5 examples of journalism and/or published academic work.		
9. Current NATO Secret Security Clearance.		(Attach National Clearance)
10. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 4444 – Listening, Speaking, Reading, and Writing) or equivalent.		

5.2 MEDIA – TV and Online Media Role-player

Background

The TV and Online Media Role-player directly supports the media simulation mission, at the JWC or a deployed location, by creating strategic TV news reports, online news articles and social media content based on daily D&G from Chief Media.

Tasking

MEL/MIL Scripting Conference:

1. Review exercise and scenario documentation including Road to Crisis, CSUs, OPFOR Campaign Plan, media outlets/journalists and media landscape.
2. Identify and create required mainstream and OPFOR media content to support storylines across all functional areas for multiple TV, online and social media outlets based on D&G from Chief Media.
3. Perform as a media SME advising syndicate members on: media implications of incidents; opportunities for information effects; and requirements/procedures for media related injects.
4. Develop media injects to supplement storyboards and incidents throughout duration of the execution period.

5. Ensure injects focus on appropriate level effects.
6. Draft TV reports, online news articles and social media content IAW media SOP and ready for final refinement during execution.
7. Synchronize media injects across media life cycle and exercise battle rhythm.

Execution (Block E):

1. Prior to STARTEX, review exercise scenario documentation and the JEMM database to ensure media framework for assigned storylines is complete and in line with established standards for NewsWeb distribution with appropriate social media support.
2. Create both pre-scripted and dynamic TV news, online articles and social media content as required by the MEL/MIL, TA activity and EXCON D&G.
3. Perform daily as a TV broadcast journalist role-player in media engagements with TA staff to include one-on-one interviews, press conferences, phone and email interviews.
4. Perform as TV news anchor/reporter as required for mainstream or OPFOR broadcasts.
5. Support JEMM media inject management: monitor/update Battle Log and Inject Status; ensure media content is prepared in due course and posted in a timely manner.
6. Review and edit media content produced by other media staff to ensure consistency, continuity and relevance to appropriate storylines and desired effects.
7. Support dynamic changes as identified by Chief Media and translate guidance into timely media content.
8. Ensure assigned media content is accurate and relevant by coordinating as required with other media staff and SMEs from Response Cells, CAX, Intel, HICON, LOCON, and others.
9. Coordinate/create/post strategic social media hashtags and troll activity based on daily D&G to support upcoming exercise play.

5.2 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Post-secondary education.		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. 5 years (in last 15 years) of professional on-camera broadcast journalism experience including reporting and conducting interviews about real or simulated military operations and/or humanitarian crises. Reporting must have adhered to broadcast journalism standards, practices and procedures such as the AP or BBC.		
3. 4 years professional news producer or shooter/editor experience creating content from concept to completion including use of b-roll, soundbites and graphics.		
4. 5 years' experience working as part of a professional team in news or multimedia production.		
5. Expert knowledge of Microsoft Word or scriptwriting software.		

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6. Candidate must provide a link to an online portfolio containing at least 3 examples of their professional on-camera TV reporting including interview soundbites and at least 2 examples of online news content produced by the candidate, and 2 online news articles written by the candidate.		
7. Current NATO Secret Security Clearance.		(Attach Clearance)
8. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 4444 – Listening, Speaking, Reading, and Writing) or equivalent.		

5.3 MEDIA – Online Media Role-player

Background

The Online Media Role-player directly supports the media simulation mission, at the JWC or from a deployed location, by creating strategic news and social media content based on daily D&G from Chief Media.

Tasking

MEL/MIL Scripting Conference:

1. Review exercise and scenario documentation including Road to Crisis, CSUs, OPFOR Campaign Plan, media outlets/journalists and media landscape.
2. Identify and create required mainstream and OPFOR media content to support storylines across all functional areas for multiple online and social media platforms based on D&G from Chief Media.
3. Perform as a media SME advising syndicate members on: media implications of incidents; opportunities for information effects; and requirements/procedures for media related injects.
4. Develop media injects to supplement storyboards and incidents throughout duration of the EMPLOYEX.
5. Ensure injects focus on appropriate level effects.
6. Script articles and social media content IAW media SOP and ready for final refinement during execution.
7. Synchronize media injects across media life cycle and exercise battle rhythm.

Execution (Block E):

1. Prior to STARTEX, review exercise scenario documentation and the JEMM database to ensure media framework for assigned storylines is complete and in line with established standards for NewsWeb distribution with appropriate social media support.
2. Create both pre-scripted and dynamic news and social media content as required by the MEL/MIL, TA activity and EXCON D&G.

3. Perform daily as a role-playing journalist in media engagements with TA members to include one-on-one interviews, press conferences, phone and email interviews.
4. Support JEMM media inject management: monitor/update Battle Log and Inject Status; ensure media content is prepared in due course and posted in a timely manner.
5. Review and edit media content produced by other media staff to ensure consistency, continuity and relevance to appropriate storylines and desired effects.
6. Support dynamic changes as identified by Chief Media and translate guidance into timely media content.
7. Ensure assigned media content is accurate and relevant by coordinating as required with other media staff and SMEs from Response Cells, CAX, Intel, HICON, LOCON, and others.
8. Coordinate/create/post strategic social media hashtags and troll activity based on daily D&G to support upcoming exercise play.

5.3 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Post-secondary education.		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. Professional journalism and/or academic writing experience within past 8 years for real-world and/or military exercise publications indicating understanding of journalism standards and practices including adherence to Associated Press or similar style guidelines.		
3. Expert knowledge of Microsoft Word.		
4. At least 5 years' experience working in a communications field as part of a professional team.		

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5. Candidate must provide a link to an online portfolio containing at least 5 examples of their published content.		
6. Current NATO Secret Security Clearance.		(Attach Clearance)
7. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 4444 – Listening, Speaking, Reading, and Writing) or equivalent.		

5.4 MEDIA – OPFOR Media Role-player

Background

The OPFOR Media Role-player directly supports the media simulation and OPFOR StratCom mission by creating strategic news and social media content from the adversarial perspective based on daily D&G from Chief Media and OPFOR StratCom.

Tasking

MEL/MIL Scripting Conference:

1. Review exercise and scenario documentation including Road to Crisis, CSUs, OPFOR Campaign Plan, media outlets/journalists and media landscape.
2. Maintain constant coordination with Online Content Manager, OPFOR StratCom, and Chief Media to identify and create OPFOR media content to support storylines across all functional areas for multiple TV, online and social media outlets based on coordination with OPFOR and Media.
3. Perform as an OPFOR Media SME advising all scripters on: media implications of incidents; opportunities for information effects; and requirements/procedures for media related injects.
4. Develop media injects to supplement storyboards and incidents throughout duration of the EMPLOYEX.
5. Ensure injects focus on the appropriate level effects.
6. Script OPFOR related online news articles and social media content IAW media SOP and ready for final refinement during execution.
7. Synchronize media injects across media life cycle and exercise battle rhythm.

Execution (Block E):

1. Prior to STARTEX, review exercise scenario documentation, the latest OPFOR plan and the JEMM database to ensure media framework for assigned storylines is complete and in line with established standards for NewsWeb distribution with appropriate social media support.
2. Create both pre-scripted and dynamic OPFOR news and social media content as required by the MEL/MIL, TA activity and EXCON D&G.

3. Perform daily as a roleplaying OPFOR journalist in media engagements with TA staff to include one-on-one interviews, press conferences, phone and email interviews.
4. Coordinate relevant inject details to OPFOR TV role-player.
5. Support JEMM media inject management: monitor/update Battle Log and Inject Status; ensure media content is prepared in due course and posted in a timely manner.
6. Review and copy edit all OPFOR media content produced by other media staff to ensure consistency, continuity and relevance to appropriate storylines and desired effects.
7. Track dynamic changes to media play and translate guidance into timely OPFOR media content. Exploit TA activity dynamically in online and social media content.
8. Ensure assigned media content is accurate and relevant by coordinating as required with other media staff and SMEs from Response Cells, CAX, Intel, HICON, LOCON, and others.
9. Dynamically exploit TA actions, decisions and online activity.
10. Coordinate/create/post strategic social media hashtags and troll activity based on daily D&G to support upcoming exercise play.
11. Provide daily OPFOR inputs to the overall exercise media product matrix in order to capture media statistics for EXCEN brief/analysis and to ensure TA is receiving balanced coverage.
12. Provide daily OPFOR input to the Chief Media.
13. Attend/chair OPFOR meetings as required to include boards, working groups, cell coordination, and Crisis Action Teams.

5.4 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Post-secondary education or equivalent practical experience relevant to current affairs, media and military information domain		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. At least 5 years (in last 10 years) professional real-world or exercise experience in support of military StratCom (PA/IO/PSYOPS) to include creation of print/broadcast/social media content.		
3. Operational-level military exercise experience within the last 10 years.		
4. Expert knowledge of Microsoft Word, Excel and PowerPoint.		
5. Candidate must provide a link to an online portfolio with at least 5 examples of published media content produced in support of military public affairs or information operations.		
6. Current NATO Secret Security Clearance.		(Attach Clearance)
7. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic		

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Profile (SLP) 4444 – Listening, Speaking, Reading, and Writing) or equivalent.		
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5.5 MEDIA – Multimedia Technical Specialist

Background

The Multimedia Technical Specialist directly supports the media simulation effort by producing TV news reports based on daily D&G from Chief Media and direct coordination with an assigned TV role-player.

Tasking

Execution (Block E):

1. Prior to STARTEX, review exercise scenario documentation, the latest OPFOR plan and the JEMM database for familiarization of planned media storylines.
2. Record/capture and edit broadcast quality digital video/audio/still images using professional multimedia and lighting equipment and related hardware/software to produce TV news reports based on the media SOP and set deadlines.
3. Coordinate daily TV news production with assigned TV role-player to determine b-roll, graphics and script requirements, shooting locations, schedule, and other technical details.
4. Prepare sets as required in support of one-on-one interviews, stand-ups, and press conferences; conduct safe setup, operation, strike, and transport of multimedia equipment.
5. Process, format, and digitally deliver completed multimedia products for distribution to audiences across NATO using a variety of web, cloud, and network methods.
6. Coordinate all production style elements with JWC Lead Multimedia Tech to ensure access to required media drives and to confirm reports are in accordance with media SOP.
7. Create/post strategic social media posts and troll activity when required based on daily D&G to support upcoming exercise play.

5.5 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Post-secondary education in multimedia related field.		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. 5 years (in last 10 years) professional multimedia production experience using audio, video, lighting equipment, and related computer hardware/software. Experience must be related to news or story telling using video, audio and graphics.		
3. At least 3 years' experience working as part of a multimedia/news production team.		
4. Candidate must provide a link to an online portfolio showcasing at least 5 examples of their multimedia work with the technical details of each production including the equipment and tools used.		
5. Expert knowledge of Adobe Creative Suite and Microsoft Word.		

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6. Current NATO Secret Security Clearance.		(Attach Clearance)
7. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 4444 – Listening, Speaking, Reading, and Writing) or equivalent.		

5.6 MEDIA – Social Media Scripter

Background

The Social Media Scripter directly supports the media simulation effort by creating strategic social media content based on daily D&G from Chief Media and the Online Media Content Manager.

Tasking

Conduct Stage:

1. Prior to STARTEX, review exercise scenario documentation, media SOP, social media terms and conditions, and the JEMM database to become familiar with the media framework, storylines and procedures for exercise social media play.
2. Review established strategic social media accounts and their Planning Stage activity; create additional accounts as needed IAW Online and OPFOR SME input.
3. Actively support JEMM social media inject management: monitor/update Battle Log and Inject Status; ensure assigned social media content is prepared in due course and posted to deadline including text and images to Chatter.
4. Actively coordinate/create/post pre-scripted and dynamic strategic social media content using assigned hashtags and supporting troll activity based on the MEL/MIL, TA activity and EXCON D&G.
5. Ensure assigned social media content is accurate and relevant by coordinating as required with other media staff and SMEs from Response Cells, CAX, Intel, HICON, LOCON, and others.
6. Review and edit social media content produced by other media staff to ensure consistency, continuity and relevance to appropriate storylines and desired effects.
7. Assist in regulating all social media content.
8. Be prepared to actively perform as necessary as a role-playing journalist in TA press conferences using pre-scripted questions.

5.6 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Post-secondary education.		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. 3 years professional experience in creating strategic social media content using Twitter and/or Facebook (or simulated equivalents such as Chatter) including managing multiple accounts and creating effects-based content.		
3. At least 3 years professional experience working in a strategic communications field such as public affairs, marketing, information operations or psychological operations.		
4. Current NATO Secret Security Clearance.		(Attach Clearance)
5. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 4444 – Listening, Speaking, Reading, and Writing) or equivalent.		

5.7 MEDIA – Media Inject & Platform Manager

Background

The Media Inject & Platform Manager supports the media simulation mission by managing all media activity in the exercise Joint Exercise Management Module (JEMM) database and the posting of content to the media simulation platforms. The Media Simulation Cell is responsible for approximately 40% of all JEMM content, which requires careful administration to ensure media content is synchronized and well-coordinated. The tasks are time-sensitive and have immediate impact on exercise play.

Tasking

Conduct Stage:

1. Prior to STARTEX, review exercise scenario documentation, media SOP, social media terms and conditions, and the JEMM database to become familiar with the media framework, storylines and procedures for exercise media play. Become familiar with technical processes required to manage and post content to the media platforms.
2. Ensure all media injects contain the necessary data required to be approved and scheduled for exercise play.
3. Communicate any missing data, erroneous information and scheduling conflicts with the media inject authors, Event Managers and the exercise JEMM Manager.
4. Coordinate approval of media injects with the Online Content Manager or Chief Media.
5. Review and upload news media articles, videos, images and documents to NewsWeb and Chatter at the scheduled times and in their required locations.
6. Coordinate the uploading of images to news articles with the article author to ensure the image is relevant and meets JWC media guidelines.
7. Communicate upload times of all video products to Chief Media.
8. Review draft media injects 24 and 48 hours ahead to identify any issues and coordinate solutions as required.
9. Monitor the NewsWeb and Chatter platforms to ensure functionality, continuity and quality control. Communicate any issues to technical staff.
10. Coordinate assigned tasks with augmented support staff.
11. Gather media inject statistics and provide to Chief Media for daily end-of-day meetings and ENDEX briefs.

12. Coordinate daily with all stakeholders and actively participate in relevant meetings.
13. Support archiving exercise media content into established content libraries.

5.7 Technical Requirements and Evaluation Matrix

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Post-secondary education.		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. At least 3 years' experience in organizational website or database management, including employing digital journalism/social media skills using online content management systems.		
3. At least 3 years professional experience analysing large volumes of data using professional data management tools.		
4. Advanced knowledge of Microsoft Excel, PowerPoint and Word.		
5. Current NATO Secret Security Clearance.		(Attach Clearance)
6. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 4444 – Listening, Speaking, Reading, and Writing) or equivalent.		

Support Area 6 – TARGETING

Background

The Targeting Support Area generates all targeting products, specifically in CAX, to ensure all targeting activity is arranged and in line with the Joint Plans and Schemes of Manoeuvre by both OPFOR and BLUFOR. All targeting activity is coordinated with RC/LOCON and TA targeting process.

Special Functions

- 6.1 TARGETING – Subject Matter Expert (SME) (Deliberate)
- 6.2 TARGETING – Subject Matter Expert (Deliberate / Late)
- 6.3 TARGETING – Battle Damage Assessment (BDA) Scripter
- 6.4 TARGETING – Joint Time Sensitive Targeting (JTST) Coordinator/Assistant
- 6.5 TARGETING – Joint Targeting System (JTS) Database (DB) Manager

6.1 TARGETING – TGT Subject Matter Expert – (Deliberate)

Tasking

Planning and Scripting Phases:

1. Quickly read, digest, analyse and understand the targeting campaign as depicted in the scenario documentation provided by JWC.
2. Be prepared to assist JWC in the development of strategic and operational level scenario documents tailored to the training audience and exercise.
3. Assist training audiences with initial planning stages by providing subject matter expertise and scenario representation of targeting.
4. Understand and analyse developing training audience plans, decisions and documentation and their further impacts on the targeting campaign.
5. Be prepared to update and amend exercise and scenario documentation during the course of the exercise in order to ensure training objectives continue to be met.

Execution (Block E):

1. Responsible for coordinating RC/LOCON inputs to the training audience targeting process.
2. Produce deliberate targeting products as required.
3. Responsible to chief EXCON targeting cell for the coordination of planned targeting activity with chief CAX.
4. Responsible for monitoring dynamic CAX play and providing chief CAX with SME input on outcomes based on coordination with chief EXCON targeting cell.
5. Act as EXCON targeting SME 1 in meetings with the training audience during the exercise, whether face-to-face, by VTC, phone, email or letter.
6. Under JWC guidance and management, be prepared to supply updates to JWC documentation to ensure representation of latest doctrine/TTPs in area of subject matter expertise.
7. Provide feedback to JWC permanent staff, on request, for the improvement of the NATO exercise processes.
8. Monitor training audience activity and output so as to provide timely feedback to JWC EXCON staff to amend and adapt the exercise as required.

9. Contribute into daily EXCON TGT meeting and attend daily coordination meetings as dictated by the EXCON battle rhythm and Targeting Cell, providing SME advice as required.
10. Undertake any other duties as directed by the JWC Chief Targeting Cell or his designated deputy as reasonably expected within the exercise.

6.1 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. National and/or NATO trained targeteer with 3 years of operational targeting experience.		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. Good knowledge of operational and tactical-level staff processes and campaign synchronization.		
3. Good knowledge of JTS (Joint Targeting System), FAST (Flexible Advanced C2 Services for Time-Sensitive Targeting), JCHAT, NATO CDE (Collateral Damage Estimation) methodology and targeting doctrine.		
4. Current NATO Secret Security Clearance.		(Attach Clearance)
5. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3233 – Listening,		

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Speaking, Reading, and Writing) or equivalent.		
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6.2 TARGETING – TGT Subject Matter Expert – (Deliberate/Late)

Tasking

Planning and Scripting Phases:

1. Quickly read, digest, analyse and understand the targeting campaign as depicted in the scenario documentation provided by JWC.
2. Be prepared to assist JWC in the development of strategic and operational level scenario documents tailored to the training audience and exercise.
3. Understand and analyse developing training audience plans, decisions and documentation and their further impacts on the targeting campaign.
4. Be prepared to update and amend exercise and scenario documentation during the course of the exercise in order to ensure training objectives continue to be met.

Execution (Block E):

1. Responsible for producing all targeting-related products including Basic Target Graphics, associated IMINT, SIGINT, HUMINT products and reports in support of deliberate and JTST targets.
2. Coordinate and produce target materials in support of Response Cells.
3. Manage the targets access database for EXCON Targeting Cell.
4. Assists BDA scripter with development of BDA Ph2 reporting and any associated intel products.
5. Act as EXCON targeting SME 2 in meetings with the training audience during the exercise, whether face-to-face, by VTC, phone, email or letter.
6. Undertake any other duties as directed by the JWC Chief Targeting Cell or his designated deputy as reasonably expected within the exercise.
7. Under JWC guidance and management, be prepared to supply updates to JWC documentation to ensure representation of latest doctrine/TTPs in area of subject matter expertise.
8. Provide feedback to JWC permanent staff on request for the improvement of NATO exercise processes.
9. Monitor training audience activity and output so as to provide timely feedback to JWC Exercise Control staff to amend and adapt the exercise as required.

10. Attend daily coordination meetings as dictated by the EXCON battle rhythm and Targeting Cell, providing SME advice as required.

6.2 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. National and/or NATO trained targeteer with 3 years of operational targeting experience.		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. Good knowledge of operational and tactical-level staff processes and campaign synchronization.		
3. Good knowledge of JTS (Joint Targeting System), FAST (Flexible Advanced C2 Services for Time-Sensitive Targeting), JCHAT, NATO CDE (Collateral Damage Estimation) methodology and targeting doctrine.		
4. Current NATO Secret Security Clearance.		(Attach Clearance)
5. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3233 – Listening, Speaking, Reading, and Writing) or equivalent.		

6.3 TARGETING – TGT BDA Scripter

Tasking

Execution (Block E):

1. Responsible to Chief EXCON targeting cell for collating Component Command (CC) tasking, matching targeting missions to ISR missions and to disseminate D&G from Chief EXCON targeting cell in order to develop BDA outcomes.
2. Responsible for the production of phase 2 BDA reporting and associated Intel reporting and products.
3. Responsible for the timely distribution of BDA reporting via NATO Intel FAS to Joint Task Force (JTF) and CC and monitor resultant JTF and CC actions.
4. Responsible for monitoring Joint Targeting System campaign assessment and BDA areas to ensure BDA reporting is accurate and complete.
5. Monitor training audience activity and output so as to provide timely feedback to JWC Exercise Control staff to amend and adapt the exercise as required.
6. Attend daily coordination meetings as dictated by the EXCON battle rhythm and Targeting Cell, providing SME advice as required.
7. Undertake any other duties as directed by the JWC Chief Targeting Cell or his designated deputy as reasonably expected within the exercise.
8. Provide feedback to JWC permanent staff on request for the improvement of NATO exercise processes.

6.3 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. National and/or NATO trained targeteer with 3 years of operational targeting experience.		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. Good knowledge of operational and tactical-level staff processes and campaign synchronization.		
3. Good knowledge of JTS (Joint Targeting System), FAST (Flexible Advanced C2 Services for Time-Sensitive Targeting), JCHAT, NATO CDE (Collateral Damage Estimation) methodology and targeting doctrine.		
4. Current NATO Secret Security Clearance.		(Attach Clearance)
5. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

6.4 TARGETING – TGT Joint Time Sensitive Targeting (JTST)

Coordinator/Assistant

Tasking

Execution (Block E):

1. Responsible for generating injects to stimulate JTST incidents and processes in support of the EXCON Targeting Cell.
2. Responsible for generating JTST targeting materials including Intel reports, imagery, and pre-scripting JCHAT.
3. Quickly read, digest, analyse and understand the targeting campaign as depicted in the scenario documentation provided by JWC.
4. Understand and analyse developing training audience plans, decisions and documentation and their further impacts on the targeting campaign.
5. Monitor training audience activity and output so as to provide timely feedback to JWC Exercise Control staff to amend and adapt the exercise as required.
6. Undertake any other duties as directed by the JWC Chief Targeting Cell or his designated deputy as reasonably expected within the exercise.
7. Provide feedback to JWC permanent staff on request for the improvement of NATO exercise processes.

6.4 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. National and/or NATO trained targeteer with 3 years of operational targeting experience.		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. National or NATO trained targeteer with Intel and ISR background.		
3. Must be familiar with all-source intelligence reporting and NATO intel process and procedures.		
4. Good knowledge of operational and tactical-level staff processes and campaign synchronization.		
5. Good knowledge of JTS (Joint Targeting System), FAST (Flexible Advanced C2 Services for Time-Sensitive Targeting), JCHAT, NATO CDE (Collateral Damage Estimation) methodology and targeting doctrine.		
6. Current NATO Secret Security Clearance.		(Attach Clearance)
7. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3233 – Listening,		

Speaking, Reading, and Writing) or equivalent.		
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6.5 TARGETING Joint Targeting System (JTS) Database (DB) Manager Tasking

Planning and Scripting phases:

1. Responsible for Target List management within campaign synchronization.
2. Responsible for target development, HVI (High Value Individual) development, Electronic Target Folder (ETF) preparation, target imagery management and combat assessment.
3. Quickly read, digest, analyse and understand the targeting campaign as depicted in the scenario documentation provided by JWC.
4. Understand and analyse developing training audience plans, decisions and documentation and their further impacts on the targeting campaign.
5. Undertake any other duties as directed by the JWC Chief Targeting or his designated deputy as can reasonably be expected within the exercise.

Additional tasks during Execution (Block E):

1. Responsible for the managing of the JTS DB in support of the Deliberate/Dynamic Targeting process.
2. Responsible for coordinating and integrating targeting prosecution/effects through the FAST (Functional Area Service for Dynamic and Time-Sensitive Targeting) tool.
3. Monitor any update of the combat assessment process.
4. Responsible for Target List updates according to CAX, OPFOR and Response Cells inputs.

6.5 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. National and/or NATO trained targeteer with 3 years of operational targeting experience.		Sample: Compliance narrative: ... Unequivocal reference evidenced by: Index item #, Resume/CV page # etc.
2. Good working knowledge of JTS (Joint Targeting System), user functions to include data migration between JTS and INTEL-FS and JTLS.		
3. Good working knowledge of JTS DB Manager functions including data import/export, user account configuration, use of mapping applications.		
4. Proficiency in Target Material Production and integration of targeting products into JTS.		
5. Good working knowledge of FAST basic user functions to include user account configuration and linking FAST with JTS.		
6. Working knowledge of INTEL-FS (basic user) and associated exercise data.		
7. Current NATO Secret Security Clearance.		(Attach Clearance)

<p>8. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3233 – Listening, Speaking, Reading, and Writing) or equivalent.</p>		
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Support Area 7- General support

Background:

The JWC Grey Cell (GYC) and SIDECON RC are exercise response cell (RC) where GYC acts on behalf of non-NATO entities, countries and SIDECON on behalf of NATO countries/allies. During the planning process, they can be requested to contribute to all phases of JWC-directed exercises (ref Bi-Sc75-003). Grey Cell also represents organizations outside of the NATO command structure and additionally supports Cross Cutting Topics.

Tasks common for all functions:

1. Read, digest, analyse and understand the relevant situation as depicted in the scenario documentation provided by JWC.
2. Understand exercise and training objectives (EOs / TOs) and ensure their representation of the scenario supports the training audience's achievement of those objectives.
3. Develop Strategic and Operational level dilemmas within the exercise content and play and with all necessary co-ordination, generate appropriate exercise material to provide a challenging and realistic problem set to the TA.
4. Attend daily coordination meetings as dictated by the EXCON battle rhythm and Chief Grey Cell, providing SME advice as required.
5. Undertake any other duties as directed by the Grey Cell JWC permanent staff as reasonably expected within the exercise.
6. Provide feedback to JWC permanent staff on request for the improvement of NATO exercise processes, through the JWC Lessons Identified process.
7. Coordinate all injects with other EXCON cells (the JWC Media Team, INTEL etc.) to maintain communication and coherence within the exercise.
8. Conduct meetings with the training audience during the exercise, whether face to face, by VTC, phone, email or letter. Produce agendas, written speaking notes and minutes of meetings in support of scenario development, communication/coordination and knowledge management.
9. Be prepared to update and amend exercise and scenario documentation during the course of the exercise.

10. Monitor training audience activity and output, to provide timely and solicited recommendations to JWC Exercise Control staff. After approval amend and adapt the exercise as required.
11. Under JWC guidance and management, be prepared to supply updates to JWC documentation to ensure representation of latest doctrine/TTPs in area of subject matter expertise.

Specific functions:

- 7.1 General support – European Union (EU) Special Representative
- 7.2 General support – IO/NGO – Coordinator
- 7.3 General support – Gender Representative
- 7.4 General support – Sociocultural Representative
- 7.5 General support – United Nations Representative
- 7.6 General support – African Union and/or Economic Community of West African States Representative¹¹

¹¹ Needs to be played by the original organizations however back-up if not available.

7.1 General support – EU Special Representative

Background:

The EU special representative is an important player within all NATO exercises and responsible for depicting the relevant EU missions as well as to ensure a coherent European voice from NATO countries participating in an exercise. It is essential the EU representative is familiar with current EU affairs, documentation and updated regulations.

Tasking:

1. Provide subject matter expertise in all recent and scenario EU operations, to realistically represent the EU environment to the training audience.
2. Develop a basic Concept of Operations for the involvement of the EU in the conflict, reflecting tasking for political interactions with the Training Audience. Coordinated with HICON.
3. Coordination with all other relevant political representatives (e.g. affected nation politicians and senior military figures) to ensure coherent EU representation in the exercise.
4. Provide realistic EU documents to the exercise and interact with the training audience as the special representative of the EU, whether face to face, by VTC, phone, email or letter.
5. Act as the focal point for the training audience for all political matters relating to the EU.
6. Understand and analyse developing training audience plans and documentation and their impacts on EU political and operational matters.
7. Monitor training audience activity and output in order to provide timely feedback to JWC Exercise Control staff to amend and adapt the exercise as required.
8. Ensure coherent information is given by European nations response cells.

7.1 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets : Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Higher-level civilian, military staff education /degree or relevant political experience/involvement that equates to a higher education degree		Sample: Compliance narrative: ... Unequivocal reference evidenced by: Index item #, Resume/CV page # etc.
2. Military OF - 6 or Civil equivalent and above		
3. Demonstrate 3 years' experience in the last 10 of working in the European Council, EUMC or EUMS, at a senior level		
4. Demonstrate 3 years' knowledge and operational experience of NATO and/or EU military operations, within the last 10 years either as a Military Officer or as a civilian		
5. Current NATO Secret Security Clearance.		(Attach Clearance)
6. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

7.2 General support – International Organizations/Non-Governmental Organizations (IO/NGO) – Coordinator

Background:

The IO/NGO coordinator is an important player within all NATO exercises and responsible to ensure a realistic IO/NGO play. Hereby coordinating with the approved IO/NGO participating in the exercise

Tasking:

1. Provide subject matter expertise of IO/NGOs, to ensure they are realistically integrated into the exercise.
2. Coordinate and support IO/NGO during the exercise to ensure appropriate interaction with the Training audience.
3. Develop a basic Concept of Operations for humanitarian, civil society and human rights issues in the conflict, reflecting tasking for other non-military representatives. If required, develop and present plans.
4. Act as the focal point for the training audience for all matters relating to the international humanitarian response, human rights issues and civil society issues.
5. Coordinate humanitarian, human rights and civil society matters with all appropriate representatives and provide realistic documents.
6. Understand and provide recommendations for improvement in the representation of humanitarian, human rights and civil society issues to refine or improve the scenario.
7. Interact within the exercise as representatives for fictitious IO/NGOs and provide all relevant documentation.
8. Understand and analyse developing training audience plans and documentation and their impacts on IO/NGOs.

7.2 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Demonstrated and significant experience (i.e. in excess of 5 years in the past 20) of working at the senior levels of an (humanitarian) international (non-) governmental organization		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. Demonstrate 3 years' experience in the last 10 working at senior managerial level within an IO/NGO.		
3. Demonstrate interaction with or working alongside NATO at operational level for a minimum of 3 years.		
4. Current NATO Secret Security Clearance.		(Attach Clearance)
5. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

7.3 General support – Gender Representative

Background:

Gender is a cross cutting topic in which NATO is committed to integrate within their exercises. This integration is done via the Gender representative SME or a diplomatic character.

Tasking:

1. Provide subject matter expertise in human development index aspects of military operations, specifically human rights, transparency and gender development, so as to realistically represent the exercise scenario to the training audience in interaction with the Affected Nation civil society and broader IOs and NGOs.
2. Act as the focal point for the training audience for matters relating to NGO contribution to humanitarian crisis response, in particular IRT gender perspectives, during exercise preparation and execution.
3. Coordinate IO/NGO and humanitarian matters with other appropriate representatives.
4. Understand and provide recommendations for improvement in the representation of human development index aspects of military operations, specifically human rights, transparency and gender development to refine or improve the scenario.
5. Understand exercise and training objectives and ensure their representation of human development index aspects of military operations, specifically human rights, transparency and gender development in the scenario supports the training audience's achievement of those objectives.
6. Assist the humanitarian/civil society representatives in the development of a basic Concept of Operations for humanitarian, human rights and civil society issues in the conflict, if required, assist in the development and presentation of such plans.
7. Be prepared to assist JWC in the development of strategic and operational level scenario documents tailored to the training audience and exercise.
8. Assist training audiences with initial planning stages by providing subject matter expertise and scenario representation of human development index aspects of military operations, specifically human rights, transparency and gender development.
9. Understand and analyse developing training audience plans and documentation and their impacts on the affected nations' civil society issues.

10. In accordance with JWC guidance and management, and with all necessary coordination, generate appropriate exercise material to provide a challenging and realistic problem set to the training audience.
11. Act as director of a fictitious umbrella organization speaking on behalf of all IOs/NGOs within the scenario acting in line with the UN Sustainable Development Goals and particularly focused on the representation of gender issues in the affected nations' civil society.
12. Be familiar with the latest relevant NATO publications.

7.3 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. A University/Bachelor's Degree in a gender related study or 3 years out of latest 10 years experience in a gender related military or civilian organization.		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. Significant experience (i.e. in excess of 3 years in the past 10) of working at the senior levels.		
3. Extensive interaction with or working alongside NATO at operational level. At least 2 years within the last 10 years either as a Military Officer or as a civilian.		
4. Current NATO Secret Security Clearance.		(Attach Clearance)
5. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

7.4 General support – Sociocultural Representative

Background:

Cultural heritage and behavior of populations is essential to conduct proper planning. To ensure implementation into NATO exercises this SME will be responsible.

Tasking:

1. Provide scientific sociocultural subject matter expertise and advice to assist JWC personnel and TA staffs in understanding the sociocultural implications of operating in a non-western environment.
2. Assist EXCON and TA to translate this into exercise content and play.
3. Understand and provide recommendations for improvement in the representation of sociocultural elements within the scenario to refine or improve the scenario.
4. Assist training audiences with initial planning stages by providing scientific sociocultural subject matter expertise.
5. Assist EXCON/GYC personnel in analysing TA produced orders and documentation with regard to understanding the sociocultural implications of the proposed actions and effects. If required, suggest options to resolve discrepancies in orders or COAs to facilitate TA education.
6. Provide recommendations and mentoring to EXCON personnel, in particular GYC-members, for improvement in the representation of sociocultural issues in the Area of Operations into the exercise delivery (thereby supporting consistency in exercise content and story lines).
7. Be prepared to assist EXCON in the development of scenario documents tailored to the sociocultural situation in the Area of Operations.
8. Be prepared to act (role-play) as spokesman of one or more fictitious tribal or ethnic groups or diplomat, as depicted in the exercise scenario; in meetings with the training audience during the exercise, whether face to face, by VTC, phone, email or letter.
9. Be familiar with the latest relevant NATO publications.

7.4 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. A Master's level Degree (or equivalent higher education/experience) in Social and/or Cultural Anthropology (with proven understanding of the field of the sociocultural anthropology)		Sample: Compliance narrative: ... Unequivocal reference evidenced by: Index item #, Resume/CV page # etc.
2. Demonstrate significant experience (i.e. in excess of 3 years in the past 15) of working within the Cultural Social field with practical experience in the required region as described in the Scenario documentation.		
3. Demonstrate 3 years' experience in the last 10 in briefing senior leaders/decision makers at the governance level (or NGO equivalent level) in a National or Multinational environment.		
4. Demonstrate experience of interaction with or working alongside NATO at operational level.		
5. Current NATO Secret Security Clearance.		(Attach Clearance)
6. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening,		

Speaking, Reading, and Writing) or equivalent.		
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7.5 General support – United Nations Representative

Background:

The UN representative is an important player within all NATO exercises and responsible for depicting the relevant UN missions in an exercise. It is essential the UN representative is familiar with the current UN affairs, documentation and regulations.

Tasking:

1. Provide subject matter expertise in all recent and scenario UN operations, to realistically represent the UN organization(s) and environment to the training audience.
2. Develop a basic Concept of Operations for the involvement of the UN in the conflict, reflecting tasking for political interactions with the Training Audience. Coordinated with HICON.
3. Coordination with all other relevant political representatives (e.g. affected nation politicians and senior military figures) to ensure coherent UN representation in the exercise.
4. Provide realistic UN documents to the exercise.
5. Act as the focal point for the training audience for all political matters relating to the UN organization(s) within the exercise.
6. Understand and analyse developing training audience plans and documentation and their impacts on UN organization(s) matters.
7. Monitor training audience activity and output in order to provide timely feedback to JWC Exercise Control staff to amend and adapt the exercise as required.
8. Be familiar with the latest relevant UN publications.

7.5 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets : Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. A University/Bachelor's Degree or Staff College (or equivalent higher-level education/experience)		Sample: Compliance narrative: ... Unequivocal reference evidenced by: Index item #, Resume/CV page # etc.
2. Demonstrate 3 years' experience in the last 10 of working in NATO or a UN organization involved in the African region at a seniorsenior level.		
3. Current NATO Secret Security Clearance.		(Attach National Clearance)
4. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

7.6 General support – African Union and/or Economic Community of West African States Representative

Background:

The 360° real world approach to exercises include the participation of African organizations. Knowledge and experience of these organizations requires participation of these organizations in exercises. When this is not possible, a representative is required for realistic role-play.

Tasking:

1. Provide subject matter expertise to realistically represent the African Union (AU) and/or Economic Community of the West African States (ECOWAS) with operational and tactical knowledge to the exercise and to the training audience.
2. Develop a basic Concept of Operations for the involvement of the AU/ECOWAS in the conflict, reflecting tasking for interactions with the Training Audience. Coordinated with HICON.
3. Coordination with political and military fictitious representatives (e.g. affected nation politicians and senior military figures) to ensure coherent AU/ECOWAS representation in the exercise.
4. Provide realistic AU/ECOWAS documents to the exercise and interact with the training audience as the AU/ECOWAS representative, whether face to face, by VTC, phone, email or letter.
5. Act as the focal point for the training audience for all political and operational matters relating to the AU/ECOWAS within the exercise.
6. Understand and analyse developing training audience plans and documentation and their impacts on AU/ECOWAS matters.
7. Be familiar with the latest relevant African Union/ECOWAS publications.

7.6 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets : Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. A University/Bachelor's Degree or Staff College (or equivalent higher-level education/experience)		Sample: Compliance narrative: ... Unequivocal reference evidenced by: Index item #, Resume/CV page # etc.
2. Demonstrate experience of working within AU/ECOWAS at a senior level.		
3. Demonstrate 1 year experience in the last 10 of working with the AU/ECOWAS at a senior level.		
4. Demonstrate 3 years' knowledge and/or operational experience of the AU and/or ECOWAS within the last 10 years.		
5. Current NATO Secret Security Clearance.		(Attach National Clearance)
6. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

SECTION 4 - NOT REQUIRED

Support Area 8 - National/Regional representative

Background:

The JWC Grey Cell (GYC) and SIDECON RC are exercise response cell (RC) where GYC acts on behalf of non-NATO entities, countries and SIDECON on behalf of NATO countries/allies. During the planning process, they can be requested to contribute to all phases of JWC-directed exercises (ref Bi-Sc75-003). Grey Cell also represents organizations outside of the NATO command structure and additionally supports Cross Cutting Topics. National government or local governmental representatives are imbedded in both Grey and SIDONCE cells.

Tasks common for all functions:

1. Read, digest, analyse and understand the relevant situation as depicted in the scenario documentation provided by JWC.
2. Understand exercise and training objectives (EOs / TOs) and ensure their representation of the scenario supports the training audience's achievement of those objectives.
3. Develop Strategic and Operational level dilemmas within the exercise content and play and with all necessary co-ordination, generate appropriate exercise material to provide a challenging and realistic problem set to the TA.
4. Be prepared to play multiple countries within the scenario.
5. Attend daily coordination meetings as dictated by the EXCON battle rhythm and Chief Grey Cell, providing SME advice as required.
6. Undertake any other duties as directed by the Grey Cell JWC permanent staff as reasonably expected within the exercise.
7. Provide feedback to JWC permanent staff on request for the improvement of NATO exercise processes, through the JWC Lessons Identified process.
8. Coordinate all injects with other EXCON cells (the JWC Media Team, INTEL etc.) to maintain communication and coherence within the exercise.
9. Conduct meetings with the training audience during the exercise, whether face to face, by VTC, phone, email or letter. Produce agendas, written speaking notes and minutes of meetings in support of scenario development, communication/coordination and knowledge management.
10. Be prepared to update and amend exercise and scenario documentation during the course of the exercise.

11. Monitor training audience activity and output, to provide timely and solicited recommendations to JWC Exercise Control staff. After approval amend and adapt the exercise as required.
12. Under JWC guidance and management, be prepared to supply updates to JWC documentation to ensure representation of latest doctrine/TTPs in area of subject matter expertise.

Specific functions:

- 8.1 NATION – Nation's Ambassador or NATO SCR
- 8.2 NATION – National or regional representative of the Senior Political Leadership
- 8.3 NATION – National or regional representative for the following domains: Public Works, Transport, Infrastructure and communications
- 8.4 NATION – National or regional representative for the following domains: Interior, Public Order and Internal Security, Civil Emergency Planning and Crises management
- 8.5 NATION – Legal Advisor to the Government or Regional Leadership
- 8.6 NATION – National and/or regional STRATCOM Advisor.
- 8.7 NATION – National or regional representative for the following domains Law Enforcement Agencies (LEA): Gendarmerie, National Police, Boarder security, Carabinieri.
- 8.8 NATION – National representative for Military and Civilian Intelligence agencies (desirable to include cyber and space).

8.1 NATION – Nation's Ambassador or NATO Senior Civilian Representative (SCR)

Background:

The NATO SCR's is to carry forward the Alliance's political-military objectives in a country, by representing the political leadership of the Alliance officially and publicly. The SCR's role is to liaise with the authorities, civil society, representatives of the international community and neighbouring countries. When a NATO partner nation is involved, an Ambassador of a NATO country will fulfil this role. Therefore it is an important player within exercises outside NATO countries.

Tasking:

1. Provide subject matter expertise in the political situation and attitude of required nation to realistically represent the exercise scenario to the training audience with regards to interaction between the scenario country and required nation.
2. Act as the focal point for the training audience for the government of [required country] for political and diplomatic matters during exercise preparation and execution.
3. Coordinate political and diplomatic operational matters with all other national and international political representatives.
4. Make solicited recommendations to the JWC Exercise Control team.

8.1 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. A University/ Bachelor's Degree		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. Demonstrate 3 years' experience in the last 10 in the field of political decision making at Ministry of Foreign Affairs or Ministry of Defence level.		
3. Demonstrate 3 years' experience in the last 10 in briefing senior leaders/decision makers at the governance level in a National or Multinational environment.		
4. Demonstrate 3 years' experience in the last 10 in influencing national policy making at strategic level in the represented country.		

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5. Have been an ambassador or defense attaché in an African country and experience as a NATO representative in the last 10 years		
6. Current NATO Secret Security Clearance.		(Attach Clearance)
7. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

8.2 NATION – Minister of Foreign Affairs/Deputy Prime Minister or equivalent to Affected/Host Nation

Tasking:

1. Provide subject matter expertise to realistically represent a senior Minister and Deputy PM of the Affected Nation's (AN; country with NATO Forces deploying/deployed) Government to the training audience in accordance with the exercise scenario.
2. To provide strategic advice and guidance on matters concerning the AN's Government perspective and political concerns to the TA.
3. Ascertain that the TA is exposed to a realistic and coherent response by the AN Government and the GYC in general.
4. Act as the focal point for the training audience for all Strategic matters regarding the AN during exercise preparation and execution.
5. Coordinate political matters which have operational and strategic affect within the AN and EXCON team.
6. Develop a basic Concept of Operations for the AN Ministry of PO in the conflict and if required, develop and present plans.
7. Assist training audiences with initial planning stages by providing subject matter expertise and scenario representation to incorporate the AN Political position.
8. Understand and analyse developing training audience plans and documentation and their impacts on the AN at the Political and Strategic level.
9. In accordance with JWC guidance and management, and with all necessary co-ordination, generate appropriate exercise material to provide a challenging and realistic problem set to the training audience.

8.2 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. A University/ Bachelor's Degree (or equivalent)		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. Demonstrate 3 years' experience in the last 10 in the field of political decision making at Ministry of Foreign Affairs level in Africa.		
3. Demonstrate 3 years' experience in the last 10 in briefing senior leaders/decision makers at the governance level in a National or Multinational environment.		
4. Demonstrate 3 years' experience in the last 10 in influencing national policy making at strategic level in Africa.		
5. Current NATO Secret Security Clearance.		(Attach Clearance)

<p>6. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.</p>		
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8.3 NATION – Senior Official within Ministry of Public Works, Transport, Infrastructure and Telecommunications or equivalent of the Affected Nation.

Tasking:

1. Provide subject matter expertise to realistically represent a Senior Official within the Affected Nation's (AN; country with NATO Forces deploying/deployed) Ministry of Public Works, Transport, Infrastructure and Telecommunications (PWTIT) to the training audience in accordance with the exercise scenario.
2. To provide strategic advice and guidance on matters concerning the AN's Ministry of PWTIT posture to the TA.
3. Ascertain that the TA is exposed to a realistic and coherent response by the AN Ministry of PWTIT and the GYC in general.
4. Act as the focal point for the training audience for all AN PWTIT matters during exercise preparation and execution.
5. Coordinate operational PWTIT matters within the AN and EXCON team.
6. Develop a basic Concept of Operations for the use of AN PWTIT in the conflict and if required, develop and present plans.
7. Assist training audiences with initial planning stages by providing subject matter expertise and scenario representation to incorporate AN PWTIT.
8. In accordance with JWC guidance and management, and with all necessary coordination, generate appropriate exercise material to provide a challenging and realistic problem set to the training audience.
9. Act as a senior official within the AN Ministry of PWTIT in meetings with the training audience during the exercise.
10. Act as a local governmental PWTIT official in meetings with the training audience during the exercise.

8.3 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. A University/Bachelor's Degree		Sample: Compliance narrative: ... Unequivocal reference evidenced by: Index item #, Resume/CV page # etc.
2. Demonstrate 3 years' experience in the last 10 in the field of Infrastructure and Transport at Executive level of a Ministry of Public Works (or equivalent) in the Regions represented.		
3. Demonstrate 3 years' experience in the last 10 in briefing senior leaders/decision makers at the governance level in a National or Multinational environment.		
4. Demonstrate 3 years' experience in the last 10 in influencing policy making on Infrastructure, Transport and/or Logistics at ministerial level (or equivalent International Organization level) in the region represented in the scenario.		
5. Current NATO Secret Security Clearance.		(Attach Clearance)

6. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		
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8.4 NATION – Permanent Secretary to Minister of Public Order or equivalent

Tasking:

1. Provide subject matter expertise to realistically represent a Senior Official within the Affected Nation's (AN; country with NATO Forces deploying/deployed) Ministry of Public Order (PO) to the training audience in accordance with the exercise scenario.
2. To provide strategic advice and guidance on matters concerning the AN's Ministry of PO, internal security and counter terrorism posture to the TA.
3. Ascertain that the TA is exposed to a realistic and coherent response by the AN Ministry of PO and the GYC in general.
4. Act as the focal point for the training audience for all AN PO matters during exercise preparation and execution.
5. Quickly read, digest, analyse and understand the PO situation as depicted in the scenario documentation provided by JWC.
6. Understand and provide recommendations for improvement of AN's PO concerns within the scenario.
7. Understand exercise and training objectives and ensure their representation of the scenario supports the training audience's achievement of those objectives.
8. Develop a basic Concept of Operations for the AN Ministry of PO in the conflict and if required, develop and present plans.
9. Be prepared to assist JWC in the development of strategic and operational level scenario documents tailored to the training audience and exercise.
10. Assist training audiences with initial planning stages by providing subject matter expertise and scenario representation to incorporate AN Internal Security and PO.
11. Understand and analyse developing training audience plans and documentation and their impacts on AN PO.

12. In accordance with JWC guidance and management, and with all necessary coordination, generate appropriate exercise material to provide a challenging and realistic problem set to the training audience.
13. Act as a senior official within the AN Ministry of PO or in meetings with the training audience during the exercise, whether face to face, by VTC, phone, email or letter.
14. Act as a local governmental PO official in meetings with the training audience during the exercise.

8.4 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. A University/ Bachelor's Degree (or equivalent)		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. Demonstrate 3 years' experience in the last 10 in the field of counter terrorism covering response at a National level.		
3. Demonstrate 3 years' experience in the last 10 in briefing senior leaders/decision makers at the governance level in a National or Multinational environment.		
4. Demonstrate 3 years' experience in the last 10 in influencing national policy on internal security.		
5. Demonstrate 3 years' experience in the last 10 in public order and policing governance at a national level.		

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6. Current NATO Secret Security Clearance.		(Attach Clearance)
7. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

8.5 NATION – Legal Advisor to the Government

Background:

The legal advisor (LEGAD) in JWC exercises play an essential role in all environments. Civilian from International Humanitarian Law, Memorandum of Understanding as well as military ROE, targeting etc. The LEGAD has the responsibility the TA as well as the role-players conduct the exercise realistic.

Tasking:

1. Provide subject matter expertise in strategic legal issues to realistically represent the Affected Nation's (country with NATO Forces deploying/deployed) legal policy to the training audience in accordance with the exercise scenario.
2. Ascertain that the TA is exposed to a realistic and coherent national legal framework.
3. Act as the focal point for the training audience for all strategic legal matters pertaining to the affected nation during exercise preparation and execution.
4. Coordinate affected nation legal matters with other affected nation political and military representatives and JWC Exercise Control team.
5. Understand and provide recommendations for improvement of the representation of national legal issues within the scenario.
6. Support issues around the protection of civilians (POC), IHL, Security Council Resolutions, law enforcement, etc..
7. Reviewing/fixing MoUs / Technical Agreements on a range of issues (ranging from cybersecurity to detention).
8. Advising and assisting, as needed, e.g. supporting advisers on specific legal issues (police, gender, cultural, heritage etc.).

8.5 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. A Master's Degree in International Law		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. Demonstrate 3 years' experience in the last 10 in influencing national policy making at strategic level in the field of International Law.		
3. Demonstrate 3 years' experience in the last 10 in briefing senior leaders/decision makers at the governance level in a National or Multinational environment.		
4. Demonstrate 3 years' experience in the last 10 in support of Exercise Planning and Execution on NATO Operational level (or at equivalent level in other organizations)		
5. Current NATO Secret Security Clearance.		(Attach Clearance)

<p>6. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 –Listening, Speaking, Reading, and Writing) or equivalent.</p>		
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8.6 NATION – STRATCOM Advisor to the Government

Tasking:

1. Provide subject matter expertise in Strategic Communications to realistically represent the Affected Nation's (country with NATO Forces deploying/deployed) STRATCOM policy to the training audience in accordance with the exercise scenario.
2. Ascertain that the TA is exposed to a realistic and coherent STRATCOM campaign by the AN in particular and the GYC in general.
3. Act as the focal point for the training audience for STRATCOM matters during exercise preparation and execution.
4. Coordinate STRATCOM operational matters within the AN and JWC Exercise Control team.
5. Develop a basic Concept of Operations for the use of STRATCOM by the AN in the conflict, If required, develop and present plans.
6. Assist training audiences with initial planning stages by providing subject matter expertise and scenario representation to incorporate STRATCOM .
7. Coordinate with TA of STRATCOM messaging
8. Produce AN STRATCOM messages via all available communication means in coordination with JWC media cell.

8.6 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	For each line, please explain how the candidate meets the respective Technical Requirements
1. A University/Bachelor's Degree in communications or 8 years equivalent working experience		
2. Demonstrate 3 years' experience in the last 10 in communications and public relations on ministerial department level (or equivalent international level)		
3. Demonstrate experience in military STRATCOM.		
4. Demonstrate 3 years' experience in the last 10 in briefing senior leaders/decision makers at the governance level in a National or Multinational environment.		
5. Current NATO Secret Security Clearance or National equivalent.		(Attach Clearance)
6. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

8.7 NATION – Police Commissioner or equivalent

Background:

Law enforcement in within the exercises consists often of multiple LEA, varying from national police to gendarmerie.

Tasking:

1. Provide subject matter expertise to realistically represent the Affected Nation's (AN; country with NATO Forces deploying/deployed) National Policing strategy to the training audience in accordance with the exercise scenario.
2. To provide strategic advice and guidance on matters concerning AN policing and counter terrorism approach.
3. Ascertain that the TA is exposed to a realistic and coherent national police campaign by the AN in particular and the GYC in general.
4. Act as the focal point for the training audience for Policing matters during exercise preparation and execution.
5. Coordinate operational policing matters within the AN and EXCON team.
6. Act as the AN minister or a local Police Commissioner in meetings with the training audience during the exercise.

8.7 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. A University/Bachelor's Degree, police academy or Staff College		Sample: Compliance narrative: ... Unequivocal reference evidenced by: Index item #, Resume/CV page # etc.
2. Demonstrate 5 years of operational experience in the last 15 years of current police and internal security matters at the national and international level.		
3. Demonstrate 5 years of operational experience in the last 15 years of current gendarmerie matters at a national level.		
4. Demonstrate 3 years' experience in the last 10 in briefing senior leaders/decision makers at the governance level in a National or Multinational environment.		
5. Demonstrate participation in NATO and/or international strategic planning exercises and operations in the last 10 years.		
6. Current NATO Secret Security Clearance.		(Attach Clearance)

7. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		
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8.8 NATION – Director of Intelligence and Security Service or equivalent

Tasking:

1. Provide subject matter expertise to realistically represent the Affected Nation's (AN; country with NATO Forces deploying/deployed) National Intelligence and Security Service strategy to the training audience in accordance with the exercise scenario.
2. To provide strategic advice and guidance on matters concerning the AN's intelligence, internal security and counter terrorism approach.
3. Ascertain that the TA is exposed to a realistic and coherent national intelligence and security policy by the AN in particular and the GYC in general.
4. Act as the focal point for the training audience for Intelligence and Security Service matters during exercise preparation and execution.
5. Coordinate operational Intelligence and Security matters within the AN and EXCON team.
6. Develop a basic Concept of Operations for the AN Intelligence and Security Service in the conflict, if required, develop and present plans.

8.8 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. A University/Bachelor's Degree		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. Demonstrate 5 years of operational intelligence experience in the last 10 years of police and internal security matters at the national and international level.		
3. Demonstrate 3 years' experience in the last 10 in briefing senior leaders/decision makers at the governance level in a National or Multinational environment.		
4. Demonstrate participation in NATO and/or international strategic planning exercises and operations as intelligence SME in the last 10 years.		

NATO UNCLASSIFIED

5. Current NATO Secret Security Clearance or National equivalent.		(Attach National Clearance)
6. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

Support Area 9 - Military

Background:

The fundamental intent of creating a 360 setting/scenario is to mimic all levels of interaction on a global scale. In order to simulate outside actors' influence on EU/NATO actions, fictitious countries are established, with fictitious forces, that would in the real world have some interest in what the NATO campaign is doing. For example, what happens in SACAURs AOR or in an out of area AOR where NATO forces are involved, can cause ripples effects in other parts of the globe, hereby reflected via the 360 setting. In order to simulate these important interactions and relationships, fictitious forces and actors require separate role players. Those can typically involve a Chief of Defence, local commander or similar command structure representative or equivalent civilian leadership. Since interactions are merely answers or inputs to decision and RFIs, a role player can assume multiple roles to meet the effect of the interactions/exercise play.

Tasks common for all functions:

1. Read, digest, analyse and understand the relevant situation as depicted in the scenario documentation provided by JWC.
2. Understand exercise and training objectives (EOs / TOs) and ensure their representation of the scenario supports the training audience's achievement of those objectives.
3. Develop Operational level dilemmas within the exercise content and play and with all necessary co-ordination, generate appropriate exercise material to provide a challenging and realistic problem set to the TA.
4. Be prepared to play multiple countries within the scenario.
5. Attend daily coordination meetings as dictated by the EXCON battle rhythm and Chief Grey Cell, providing SME advice as required.
6. Undertake any other duties as directed by the Grey Cell JWC permanent staff as reasonably expected within the exercise.
7. Provide feedback to JWC permanent staff on request for the improvement of NATO exercise processes, through the JWC Lessons Identified process.
8. Coordinate all injects with other EXCON cells (the JWC Media Team, INTEL etc.) to maintain communication and coherence within the exercise.
9. Conduct meetings with the training audience during the exercise, whether face to face, by VTC, phone, email or letter. Produce agendas, written speaking notes and minutes of meetings in support of scenario development, communication/coordination and knowledge management.

10. Be prepared to update and amend exercise and scenario documentation during the course of the exercise.
11. Monitor training audience activity and output, to provide timely and solicited recommendations to JWC Exercise Control staff. After approval amend and adapt the exercise as required.
12. Act as the focal point for the training audience for interaction as the service during exercise preparation and execution.
13. Make solicited recommendations to the JWC Exercise Control team

Specific functions:

- 9.1 MILITARY – Director of Affected Nation’s Military Intelligence Service
- 9.2 MILITARY – Chief of Defence Staff to the Affected Nation
- 9.3 MILITARY – Chief of Plans in Affected Nation’s Navy (J5)
- 9.4 MILITARY – Chief of Plans in Affected Nation’s Land (J5)
- 9.5 MILITARY – Chief of Plans in Affected Nation’s Air (J5)
- 9.6 MILITARY – Subject Matter Expert Military Logistics to the Affected Nation (J4)
- 9.7 MILITARY – Liaison Officer of Affected Nation’s Ministry of Defence to Training Audience HQ or JLSG HQ
- 9.1 MILITARY – Affected Nation’s Civilian and/or Military Intelligence Service or equivalent

9.1 MILITARY – Director of Affected Nation’s Military Intelligence Service

Tasking:

1. Provide subject matter expertise in the area of military intelligence to realistically represent the exercise scenario to the training audience in interaction with the Affected Nation (i.e. the Nation to which NATO troops have deployed).
2. Coordinate intelligence operational matters within team of representatives for the AN and with other AN intelligence representatives.
3. Develop a basic Concept of Operations for the representation of intelligence in the conflict, co-ordinating with other intelligence and security representatives, and providing draft tasking for other intelligence representatives. If required, develop and present plans.

9.1 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. A University/Bachelor's Degree		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. Demonstrate 3 years' experience in the last 10 in briefing senior leaders/decision makers at the governance level in a National or Multinational intelligence environment.		
3. Demonstrate 3 years in the last 10 working at senior level within or alongside the military intelligence community.		
4. Demonstrate 3 years' experience in the last 10 with working in a National Military or NATO Strategic or Operational Command.		
5. Demonstrate 3 years' experience operational knowledge of military and national intelligence services, within the last 10 years either as a military officer or as a civilian.		
6. Achieved OF-4 Rank in relevant military intelligence role.		

NATO UNCLASSIFIED

7. Current NATO Secret Security Clearance.		(Attach Clearance)
8. Is familiar with the latest intelligence software.		
9. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

9.2 MILITARY – Chief of Defence Staff or equivalent to the Affected Nation

Tasking:

1. Provide subject matter expertise in all Defence matters to realistically represent the Affected Nation's military position policy to the training audience in accordance with the exercise scenario.
2. Provide expert advice and guidance on matters concerning the operational and strategic use of the Affected Nation (AN; country with NATO Forces deploying/deployed) military.
3. Ascertain that the TA is exposed to a realistic, coherent AN joint military posture that is in line with all AN messaging.
4. Coordinate military operational matters within the AN and EXCON team.
5. Develop a basic Concept of Operations for the use of the AN's military assets in the conflict, if required, develop and present plans.
6. Assist training audiences with initial planning stages by providing subject matter expertise and scenario representation to incorporate the AN Military position.
7. Understand and analyse developing training audience plans and documentation and their impacts across AN Defence.
8. In accordance with JWC guidance and management, and with all necessary co-ordination, generate appropriate exercise material to provide a challenging and realistic problem set to the training audience.
9. Be familiar with the latest relevant NATO publication.
10. Coordinate military “green” picture.

9.2 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. A University/Bachelor's Degree or Staff College with evidence of continuing professional education throughout career.		Sample: Compliance narrative: ... Unequivocal reference evidenced by: Index item #, Resume/CV page # etc.
2. Demonstrate 3 years' experience in the last 10 operating at senior staff level in a strategic or operational national, international or NATO headquarters.		
3. Demonstrate 3 years in the last 10 experience in briefing senior leaders/decision makers at the governance level in a National or Multinational environment.		
4. Execution of Command at the higher level military formations for at least 2 years during military career.		
5. Attained Rank of OF-6 during military career.		
6. Current NATO Secret Security Clearance.		(Attach Clearance)
7. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized		

Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		
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9.3 MILITARY – Chief of Plans or equivalent in Affected Nation's Navy (J5)

Tasking:

1. Provide subject matter expertise to realistically represent the Affected Nation's naval strategy to the training audience in accordance with the exercise scenario.
2. Provide expert advice and guidance on matters concerning the operational and strategic use of the Naval assets of the Affected Nation (AN; country with NATO Forces deploying/deployed).
3. Ascertain that the TA is exposed to a realistic AN Naval posture that is coherent across the AN joint campaign and in line with all AN messaging.
4. Act as the focal point for the training audience for AN Naval matters during exercise preparation and execution.
5. Coordinate Naval operational matters within the AN and EXCON team.
6. Understand and provide recommendations for improvement of naval considerations within the scenario.
7. Develop a basic Concept of Operations for the use of the AN's Naval assets in the conflict, if required, develop and present plans.
8. Assist training audiences with initial planning stages by providing subject matter expertise and scenario representation to incorporate AN Naval Component.
9. Understand and analyse developing training audience plans and documentation and their impacts on the AN Naval component.
10. In accordance with JWC guidance and management, and with all necessary co-ordination, generate appropriate exercise material to provide a challenging and realistic problem set to the training audience.
11. Contribute to the Navy green picture.
12. Be familiar with the latest relevant NATO strategic and navy publications.

9.3 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. A University/Bachelor's Degree or Staff College		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. Demonstrate 3 years' experience in the last 10 performing at the rank of OF4 or higher within a national navy.		
3. Demonstrate 3 years' experience in the last 10 of briefing senior leaders/decision makers within a national/international maritime environment.		
4. Demonstrate 3 years' employment in the last 10 as a Senior Officer in an operational or strategic national or international maritime headquarters.		
5. Demonstrate experience of leading operational planning activities in a maritime operational headquarters.		

NATO UNCLASSIFIED

6. Demonstrate sound operational knowledge of military and commercial maritime interaction within the past 5 years either as a Military Officer or as a civilian.		
7. Current NATO Secret Security Clearance.		(Attach Clearance)
8. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

9.4 MILITARY – Chief of Plans or equivalent in Affected Nation's Land (J5)

1. Provide subject matter expertise to realistically represent the Affected Nation (i.e. the nation to which NATO forces have/will deploy) Land strategy to the training audience in accordance with the exercise scenario.
2. To provide expert advice and guidance on matters concerning the operational and strategic use of Land Assets of the Affected Nation.
3. Ascertain that the TA is exposed to a realistic AN Land Power posture that is coherent across the AN joint campaign and in line with all AN messaging.
4. Act as the focal point for the training audience for AN Land and Army matters during exercise preparation and execution.
5. Coordinate Military Land operational matters within the AN and EXCON team.
6. Understand and provide recommendations for improvement of (military and civil) land/army considerations within the scenario.
7. Develop a basic Concept of Operations for the use of the AN's Military Land assets in the conflict, if required, develop and present plans.
8. Contribute to the Army green picture.
9. Understand and analyse developing training audience plans and documentation and their impacts on the AN Land component.
10. In accordance with JWC guidance and management, and with all necessary co-ordination, generate appropriate exercise material to provide a challenging and realistic problem set to the training audience.
11. Be familiar with the latest relevant strategic and army NATO publications.

9.4 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. A University/Bachelor's Degree or Staff College.		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. Demonstrate 3 years' experience in the last 10 performing at the rank of OF5 or higher within a national Army or Marines force.		
3. Demonstrate 3 years' experience in the last 10 of briefing senior leaders/decision makers within a national/international land/army environment.		
4. Demonstrate 3 years' employment in the last 10 as a Senior Officer in an operational or strategic national or international Army/Land headquarters.		
5. Demonstrate experience of leading operational planning activities in an operational Land/Army headquarters.		

NATO UNCLASSIFIED

6. Demonstrate sound operational knowledge of military civil land forces interaction within the past 5 years either as a Military Officer or as a civilian.		
7. Current NATO Secret Security Clearance.		(Attach Clearance)
8. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

9.5 MILITARY – Chief of Plans in Affected Nation's Air (J5)

- 9.5.1 Provide subject matter expertise to realistically represent the Affected Nation (i.e. the nation to which NATO forces have/will deploy) Air strategy to the training audience in accordance with the exercise scenario.
- 9.5.2 To provide expert advice and guidance on matters concerning the operational and strategic use of Air Assets of the Affected Nation.
- 9.5.3 Ascertain that the TA is exposed to a realistic AN Air Power posture that is coherent across the AN joint campaign and in line with all AN messaging.
- 9.5.4 Act as the focal point for the training audience for AN Aeronautical matters (military and civil) during exercise preparation and execution.
- 9.5.5 Coordinate Military Air operational matters within the AN and EXCON team.
- 9.5.6 Quickly read, digest, analyse and understand the AN Air situation as depicted in the scenario documentation provided by JWC.
- 9.5.7 Understand and provide recommendations for improvement of (military and civil) aeronautical considerations within the scenario.
- 9.5.8 Understand exercise and training objectives and ensure their representation of the scenario supports the training audience's achievement of those objectives.
- 9.5.9 Develop a basic Concept of Operations for the use of the AN's Military Air assets in the conflict, if required, develop and present plans.
- 9.5.10 Be prepared to assist JWC in the development of strategic and operational level scenario documents tailored to the training audience and exercise.
- 9.5.11 Assist training audiences with initial planning stages by providing subject matter expertise and scenario representation to incorporate AN Air Component.
- 9.5.12 Understand and analyse developing training audience plans and documentation and their impacts on the AN Air component.
- 9.5.13 In accordance with JWC guidance and management, and with all necessary co-ordination, generate appropriate exercise material to provide a

challenging and realistic problem set to the training audience.

- 9.5.14 Act as the AN Air Component advisor in meetings with the training audience during the exercise, whether face to face, by VTC, phone, email or letter.
- 9.5.15 Produce agendas, written speaking notes and minutes of meetings in support of scenario building, communication/coordination and knowledge management.
- 9.5.16 Be prepared to update and amend exercise and scenario documentation during the course of the exercise in order to ensure training objectives continue to be met.
- 9.5.17 Monitor training audience activity and output so as to provide timely feedback to JWC Exercise Control staff to amend and adapt the exercise as required.
- 9.5.18 Attend daily coordination meetings as dictated by the EXCON battle rhythm and Chief Grey Cell, providing SME advice as required.
- 9.5.19 Undertake any other duties as directed by the Grey Cell JWC permanent staff as reasonably expected within the exercise.
- 9.5.20 Make solicited recommendations to the JWC Exercise Control team.
- 9.5.21 Under JWC guidance and management, be prepared to supply updates to JWC documentation to ensure representation of latest doctrine/TTPs in area of subject matter expertise.
- 9.5.22 Provide feedback to JWC permanent staff on request for the improvement of NATO exercise processes.
- 9.5.23 Be familiar with the latest relevant strategic and air NATO publications.

9.5 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. A University/Bachelor's Degree or Staff College		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. Demonstrate 3 years' experience in the last 10 performing at the rank of OF5 or higher within a national Air Force or Naval Aviation.		
3. Demonstrate 3 years' experience in the last 10 of briefing senior leaders/decision makers within a national/international aeronautical environment.		
4. Demonstrate 3 years' employment in the last 10 as a Senior Officer in an operational or strategic national or international Air force headquarters.		
5. Demonstrate experience of leading operational planning activities in an Air Operations headquarters.		
6. Demonstrate sound operational knowledge of military civil aeronautical interaction within the past 5 years either as a Military Officer or as a civilian.		

NATO UNCLASSIFIED

7. Current NATO Secret Security Clearance.		(Attach Clearance)
8. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

9.6 MILITARY – Subject Matter Expert Military Logistics or equivalent to the Affected Nation (J4)

Tasking:

1. Provide subject matter expertise to realistically represent the Affected Nation's Logistics Infrastructure, services, regulations and arrangements to the training audience in accordance with the exercise scenario.
2. To provide expert advice and guidance on matters concerning the logistical peculiarities of the Affected Nation (AN; country with NATO Forces deploying/deployed).
3. Ascertain that the TA is exposed to a realistic AN logistic posture that is coherent across the AN joint campaign and in line with all AN messaging.
4. Act as the focal point for the training audience for AN Logistical matters (military and civil) during exercise preparation and execution.
5. Coordinate Military logistical matters within the AN and EXCON team.
6. Quickly read, digest, analyse and understand the AN logistical situation as depicted in the scenario documentation provided by JWC.
7. Understand and provide recommendations for improvement of (military and civil) logistical considerations within the scenario.
8. Understand exercise and training objectives and ensure their representation of the scenario supports the training audience's achievement of those objectives.
9. Develop a basic Concept of Logistic Operations for the use of the AN's Military logistics services in the conflict, if required, develop and present plans.
10. Be prepared to assist JWC in the development of strategic and operational level scenario documents tailored to the training audience and exercise.
11. Assist training audiences with initial logistical planning stages by providing subject matter expertise and scenario representation to incorporate AN JLSG Component.
12. Understand and analyses developing training audience plans and documentation and their impacts on the AN JLSG component.
13. In accordance with JWC guidance and management, and with all necessary co-ordination, generate appropriate exercise material to provide a challenging and realistic problem set to the training audience.

14. Act as the AN JLSG advisor in meetings with the training audience during the exercise, whether face to face, by VTC, phone, email or letter.
15. Produce agendas, written speaking notes and minutes of meetings in support of scenario building, communication/coordination and knowledge management.
16. Be prepared to update and amend exercise and scenario documentation during the course of the exercise in order to ensure training objectives continue to be met.
17. Monitor training audience activity and output so as to provide timely feedback to JWC Exercise Control staff to amend and adapt the exercise as required.
18. Attend daily coordination meetings as dictated by the EXCON battle rhythm and Chief Grey Cell, providing SME advice as required.
19. Undertake any other duties as directed by the Grey Cell JWC permanent staff as reasonably expected within the exercise.
20. Make solicited recommendations to the JWC Exercise Control team.
21. Be familiar with the latest relevant strategic and logistic NATO publications.
22. Under JWC guidance and management, be prepared to supply updates to JWC documentation to ensure representation of latest doctrine/TTPs in area of subject matter expertise.
23. Provide feedback to JWC permanent staff on request for the improvement of NATO exercise processes.

9.6 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. A University/Bachelor's Degree or Staff College		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. Demonstrate 3 years' experience in the last 10 performing at the rank of OF4 or higher within a national or international Military Logistics branch.		
3. Demonstrate 3 years' experience in the last 10 of briefing senior leaders/decision makers within a national/international logistical environment.		
4. Demonstrate 3 years' employment in the last 10 as a Senior Logistics officer in an operational or strategic national or international headquarters.		
5. Demonstrate experience of leading logistics planning activities in a national or international headquarters.		

NATO UNCLASSIFIED

6. Demonstrate sound operational knowledge of military and civil logistical interaction within the past 5 years either as a Military Officer or as a civilian.		
7. Current NATO Secret Security Clearance.		(Attach Clearance)
8. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

9.7 MILITARY – Liaison Officer of Affected Nation's to Training Audience HQ

Tasking:

1. Whilst embedded in Training Audience HQ, provide subject matter expertise in military liaison, and scenario specific understanding, to realistically represent the exercise scenario to the training audience as liaison officer between TA and AN military.
2. Act as the focal point for the training audience HQ for interaction with the AN military for all relevant matters during exercise preparation and execution.
3. Coordinate responses to TA requests and queries with the rest of the AN military and political representatives to ensure coherent representation of the AN military to the TA HQ.
4. Quickly read, digest, analyse and understand the AN military aspects of the situation as depicted in the scenario documentation provided by JWC.
5. Understand and provide recommendations for improvement in the representation of AN military matters to refine or improve the scenario.
6. Understand exercise and training objectives and ensure their representation of the scenario supports the training audience's achievement of those objectives.
7. Alongside other AN military and political representatives, develop a basic Concept of Operations for the AN military in the conflict. If required, develop and present plans.
8. Be prepared to assist JWC in the development of strategic and operational level scenario documents tailored to the training audience and exercise.
9. Conduct TA HQ J5 planning tasks alongside the HQ. Assist training audiences with initial planning stages by providing subject matter expertise and scenario representation of all areas of AN military.
10. Understand and analyse developing training audience plans and documentation and their impacts on interaction with the AN military.
11. In accordance with JWC guidance and management, and with all necessary co-ordination, generate appropriate exercise material to provide a challenging and realistic problem set to the training audience.
12. Embed with the training audience during exercise execution to act as AN military liaison officer to the TA HQ. Be prepared to undertake meetings with the training audience during the exercise, whether face to face, by VTC, phone, email or letter.
13. Produce agendas, written speaking notes and minutes of meetings in

support of scenario building, communication/coordination and knowledge management.

14. Be prepared to update and amend exercise and scenario documentation during the course of the exercise in order to ensure training objectives continue to be met.
15. Monitor training audience activity and output so as to provide timely feedback to JWC Exercise Control staff to amend and adapt the exercise as required.
16. Attend daily coordination meetings as dictated by the EXCON battle rhythm and Chief Grey Cell, providing SME advice as required.
17. Undertake any other duties as directed by the Grey Cell JWC permanent staff as reasonably expected within the exercise.
18. Make solicited recommendations to the JWC Exercise Control team.
19. Under JWC guidance and management, be prepared to supply updates to JWC documentation to ensure representation of latest doctrine/TTPs in area of subject matter expertise.
20. Provide feedback to JWC permanent staff on request for the improvement of NATO exercise processes.

9.7 Technical Requirements and Evaluation Matrix:

Technical Requirement	Meets: Y or N	Bidder shall complete each section below outlining how compliance is achieved and specifically reference the information which demonstrates compliance with the criteria)
1. Evidence of training in military planning throughout military career.		<p>Sample:</p> <p>Compliance narrative: ...</p> <p>Unequivocal reference evidenced by:</p> <p>Index item #, Resume/CV page # etc.</p>
2. Demonstrate 3 years' experience in the last 10 experience in briefing senior leaders/decision makers in a National or Multinational military environment.		
3. Demonstrate 3 years' experience in the last 10 of conducting military planning tasks within a nation or international operational level military HQ.		
4. Demonstrate 3 years' experience in the last 10 with working in a National or NATO Strategic or Operational Command.		
5. Must have attained the rank of OF-4 in a national military.		
6. Demonstrated 3 years' experience in the last 10 years of experience within an operational military headquarter.		

NATO UNCLASSIFIED

7. Current NATO Secret Security Clearance or National equivalent.		(Attach National Clearance)
8. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 – Listening, Speaking, Reading, and Writing) or equivalent.		

ANNEX A-0 BID SUBMISSION FORM

IFIB-ACT-JWC-23-49

Short Term Operational Consultants Support (STOC 2.0)

Ensure that this document is fully completed and signed by a duly authorized representative of the legal entity bidding.

- 1. COMPANY INFORMATION-** The bid is submitted and prepared on behalf of the legal corporate entity specified below:

a. Full name(s) of legal entity or entities submitting this bid:	
b. Division (if applicable):	
c. Official Registered Address	
d. Official Postal Address (if different from c. above)	
e. Country where the legal entity is registered	

- 2. MAIN POINT OF CONTACT FOR BID –** (This individual will act as a focal point for all communications which may take place between JWC and the Bidder).

a. Full name and Job Title	
----------------------------	--

b. Organization	
f. Official Address	
g. Official Telephone	
h. Official Email	

3. STATEMENT

- a. I, the undersigned, being the authorized signatory of the above Bidder, hereby declare that we have examined and accept without reserve or restriction the entire contents of the bidding specification for the bidding procedure referred to above.

ENVELOPE A –ADMINISTRATIVE DATA (submitted in a separate email to email address listed in the bidding instructions)	Please tick or cross when supplied
a. The fully duly completed, signed and dated – The Compliance Statement (Annex A-1)	<input type="checkbox"/>
b. The fully duly completed, signed and dated – The Certificate of Legal Name of Bidder (Annex A-2)	<input type="checkbox"/>

c. The fully duly completed, signed and dated – The Certificate of Independent Determination (Annex A-3)	<input type="checkbox"/>
d. The fully duly completed, signed and dated – The Certificate of Bid Validity (Annex A-4)	<input type="checkbox"/>
e. The fully duly completed, signed and dated – The Certificate of Exclusion of Taxes and Charges (Annex A-5)	<input type="checkbox"/>
f. The fully duly completed, signed and dated – The Certificate of Authorization to Perform (Annex A-6)	<input type="checkbox"/>

ENVELOPE B –TECHNICAL PROPOSAL (submitted in a separate email)	
a. Description of the bidder's quality assurance & customer services methodology in line with the Statement of Work (Annex B-1- Company created – (Max 5 pages of A4, Font Ariel or Times New Roman, Font Size 12)	<input type="checkbox"/>
b. Candidate's resumes along with the corresponding Technical Evaluation Matrixes for each Exercise Play Function in accordance with SOW Attachment A: Exercise Play Function Book. (Annex B-2 – Company created & compiled)	<input type="checkbox"/>
c. Complete Summary EPF Candidate list – (Annex B-2a)	<input type="checkbox"/>
d. Past Performance Worksheet (Annex B-3)	<input type="checkbox"/>

ENVELOPE C – FINANCIAL PROPOSAL (Submitted in a separate email)	
a. The financial proposal – (Completed Annex C-1)	<input type="checkbox"/>

Additional Certification

This bid is for all EPF roles	<input type="checkbox"/>	
No, this is a partial bid for EPF roles (Partial Bid minimum is 10)	<input type="checkbox"/>	Number of EPF Roles submitted (insert number) _____

I confirm this bid is subject to acceptance within the validity period stipulated in section 16.a of PART I of the Bidding Instructions.

Date (DD.MM.YYYY):_____

Company:_____

Name: _____

Title:_____

Signature:_____

Bid Reference _ IFIB-ACT-JWC-23-49

PART I BIDDING INSTRUCTIONS, ANNEX A-1
A-1 COMPLIANCE STATEMENT

It is hereby stated that our bid to IFIB-ACT-JWC-23-49 is fully compliant with the Bidding Instructions, General Provision, Special Terms and Conditions and Statement of Work as contained in Part I, II and III of this package, with:

☐

No Exceptions

OR

☐

The following exceptions(s):

Part	Section/Paragraph	Description of Deviation

Date:_____

Company:_____

Name:_____

Title:_____

Signature:

Bid Reference IFIB-ACT-JWC-23-49 – ANNEX A-1

PART I BIDDING INSTRUCTIONS, ANNEX A-2
A-2 CERTIFICATE OF LEGAL NAME OF BIDDER

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

<u>Company Information</u>	<u>Response</u>
Legally Registered Corporate Name	
Division (if applicable)	
Sub Division (if applicable)	
Official Mailing Address	
Official Email Address	

<u>Company Individual Responsible for Bid Submission (Primary)</u>	<u>Response</u>
Name	
Position	
Telephone and/or mobile	
Official Email Address	

<u>Company Individual Responsible for Bid Submission (Alternative)</u>	<u>Response</u>
Name	
Position	
Telephone and/or mobile	
Official Email Address	

Date (DD.MM.YYYY): _____

Company: _____

Name: _____

Position: _____

Signature: _____

PART I BIDDING INSTRUCTIONS, ANNEX A-3

A-3 CERTIFICATE OF INDEPENDENT DETERMINATION

1. Each Bidder shall certify that in connection with this procurement:
 - a. This Bid has been arrived at independently, without consultation, communication or agreement, for the purpose of restricting competition, with any other Bidder or with any competitor;
 - b. The contents of this bid have not been knowingly disclosed by the Bidder and will not knowingly be disclosed by the Bidder prior to award, directly or indirectly to any other Bidder or to any competitor, and
 - c. No attempt has been made, or will be made by the Bidder to induce any other persons or firm to submit, or not to submit, a Bid for the purpose of restricting competition.
2. Each person signing this Bid shall also certify that he/she is the person in the Bidder's organization responsible within that organization for the decision as to the bid and that he has not participated and will not participate in any action contrary to 1(a) through 1(c) above, or
 - a. They are not the person in the Bidders' organisation responsible within that organisation for the bid but that they have been authorized in writing to act as agent for the person responsible for such a decision in certifying that such persons have not participated and will not participate in any action contrary to 1(a) through 1(c) above, and as their agent does hereby so certify, and
 - b. They have not participated and will not participate in any action contrary to 1(a) through to 1(c) above.

.....

Date (DD.MM.YYYY)

.....

Signature of Authorized Representative

.....

Name

.....

Company

PART I BIDDING INSTRUCTIONS, ANNEX A-4

A-4 CERTIFICATE OF BID VALIDITY

I, the undersigned, as an authorized representative of the firm submitting this bid, do hereby certify that the pricing and all other aspects of our offer will remain valid for 120 days after the proposal have been received.

.....

Date (DD.MM.YYYY)

.....

Signature of Authorized Representative

.....

Name

.....

Company

PART I BIDDING INSTRUCTIONS, ANNEX A-5
A-5 CERTIFICATE OF EXCLUSION OF TAXES AND CHARGES

I hereby certify that the prices offered in the price proposal of this bid will exclude all taxes, duties and customs charges from which the JWC has been exempted by way of international agreement.

.....

Date

.....

Signature of Authorized Representative

.....

Name

.....

Company

PART I BIDDING INSTRUCTIONS, ANNEX A-6

PART I, ANNEX A-6 CERTIFICATE OF AUTHORIZATION TO PERFORM

Reference: IFIB-ACT-JWC-23-49

The Supplier warrants that:

- 1. The SUPPLIER and sub-contractors, if any, have been duly authorized to operate and do business in Norway; the SUPPLIER and sub-contractors, if any, have obtained all necessary licenses and permits required in connection with the contract; that SUPPLIER and sub-contractors, if any, will fully comply with all the laws, decrees, labour standards and regulations of Norway during performance of this contract and that no claim for additional moneys with respect to any authorizations to perform will be made upon JWC.
- 2. The Supplier has adequate financial resources, or the ability to obtain them, to perform all activities related to this SOW.
- 3. All effort by the Supplier and sub-contractors, if any, related to this SOW, will be performed NATO Nationals with the required security clearances.
- 4. The Supplier, involved Supplier personnel and sub-contracts, if any, have not been suspended or debarred from contract work at any NATO body.

.....

Date (DD.MM.YYYY)

.....

Signature of Authorized Representative

.....

Name

.....

Company

Summary of Number of Candidate Resumes submitted by EPF

COPMANY NAME

Support Area 1 - EXCON

1.1 EXCON Special Advisor

Support Area 2 - HICON

2.1 HICON – Senior Advisor

2.2 HICON – Political Advisor

2.3 HICON – STRATCOM SME

2.4 HICON – CYBERSPACE

2.5 HICON – CBRN

2.6 HICON – SPACE

2.7 HICON – EU Senior Representative

Support Area 3 - OPFOR

3.1 OPFOR – Land Subject Matter Expert (SME)

3.2 OPFOR – ATO Planner Subject Matter Expert (SME)

3.3 OPFOR – Maritime Task Group (MAR TG) Subject Matter Expert (SME)

3.4 OPFOR – Non-linear Subject Matter Expert (SME)

3.5 OPFOR- Cyber Subject Matter Expert (SME)

3.6 OPFOR – Special Operations Forces (SOF) Subject Matter Expert (SME)

3.7 OPFOR- SPACE Subject Matter Expert (SME)

Support Area 4 - INTEL

4.1 INTEL – JISR Collection Manager

4.2 INTEL – NIFC Intel Military Strategic Analyst

4.3 INTEL – NIFC Intel Military Analyst – Land

4.4 INTEL – NIFC Intel Military Analyst – Maritime

4.5 INTEL – NIFC P_ESII Analyst

4.6 INTEL – NIFC IMINT SME

4.7 INTEL – NIFC RFI Manager

4.8 INTEL – NIFC Intel Military Analyst – Air & Space

4.9 INTEL – NIFC Intel Military Analyst – SOF/Non-Linear

Support Area 5 - MEDIA

5.1 MEDIA – Online Media Content Manager

5.2 MEDIA – TV and Online Media Role-player

5.3 MEDIA – Online Media Role-player

5.4 MEDIA – OPFOR Media Role-player

5.5 MEDIA – Multimedia Technical Specialist

5.6 MEDIA – Social Media Scripter

5.7 MEDIA – Media Inject & Platform Manager

Support Area 6 – TARGETING

6.1 TARGETING – TGT Subject Matter Expert – (Deliberate)

6.2 TARGETING – TGT Subject Matter Expert – (Deliberate/Late)

6.3 TARGETING – TGT BDA Scripter

6.4 TARGETING – TGT Joint Time Sensitive Targeting (JTST) Coordinator/Assistant

6.5 TARGETING Joint Targeting System (JTS) Database (DB) Manager

Support Area 7- General support

7.1 General support – EU Special Representative

7.2 General support – International Organizations/Non-Governmental Organizations (IO/NGO) – Coordinator

7.3 General support – Gender Representative

7.4 General support – Sociocultural Representative

7.5 General support – United Nations Representative

7.6 General support – African Union and/or Economic Community of West African States Representative

Support Area 8 - National/Regional representative

8.1 NATION – Nation's Ambassador or NATO Senior Civilian Representative (SCR)

8.2 NATION – Minister of Foreign Affairs/Deputy Prime Minister or equivalent to Affected/Host Nation

8.3 NATION – Senior Official within Ministry of Public Works, Transport, Infrastructure and Telecommunications or equivalent

8.4 NATION – Permanent Secretary to Minister of Public Order or equivalent

8.5 NATION – Legal Advisor to the Government

8.6 NATION – STRATCOM Advisor to the Government

8.7 NATION – Police Commissioner or equivalent

8.8 NATION – Director of Intelligence and Security Service or equivalent

Support Area 9 - Military

9.1 MILITARY – Director of Affected Nation's Military Intelligence Service

9.2 MILITARY – Chief of Defence Staff or equivalent to the Affected Nation

9.3 MILITARY – Chief of Plans or equivalent in Affected Nation's Navy (J5)

9.4 MILITARY – Chief of Plans or equivalent in Affected Nation's Land (J5)

9.5 MILITARY – Chief of Plans in Affected Nation's Air (J5)

9.6 MILITARY – Subject Matter Expert Military Logistics or equivalent to the Affected Nation (J4)

9.7 MILITARY – Liaison Officer of Affected Nation's to Training Audience HQ

[illegible]

[illegible]

Please list the name of any Candidate who has habitual residence within 40km of JWC.

[illegible]

[illegible]

Leadership Add-On (Please indicate the name of those individuals who you certify as being qualified to deliver additior

[illegible]

[illegible]

nal leadership responsibility in line with SOW)

7. Were you subject to any formal reprimands related to performance on this Contract by the Contracting Authority

8. Please provide point of contact at Contracting Entity who can verify information submitted.

Name:

Job Title:

Email:

Telephone or mobile phone number:

9. Do you consent to JWC contacting the individual above? Note that all contact data will be processed in compliance with all applicable data protection regulations at the time of submission.

☐

Yes

☐

No