

**Annex A to the Statement of Work  
Matrix Book**

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## **Support Area A- Functional Support**

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## A.1 Functional Support: Baseline Setting & Scenario (S2) Planning & Development Support

### Tasking:

1. Provide subject-matter-expert advice on the basic development, updating and adaptation of the exercise environment.  
Contribute to the development, refinement, and delivery of JWC strategic- and operational-level planning information and products tailored to the Training Audience throughout the entire exercise planning process (EPP), including NATO Command/Force Structure HQs (NCS/NFS) and SHAPE planning activities. Ensuring that both Setting & Scenario (S2) documentation and planning inputs are realistic, coherent, and aligned with the exercise requirements.
2. Setting (360° MDS): Contribute to developing the strategic situation in relation to the regional context, which includes information on all potential ACTORS involved in the exercise. The overarching requirement is to depict the world in peace, but with a direct focus on the ACTORS who will be involved in the exercises. In the regional and country models, the political, military, economic, social, informational and infrastructure elements (PMESII) of each actor are to be represented, and various supporting documents are to be created to further support the interaction between the actors. These documents describe regional or global aspects, mainly information from the DIMEFIL spectra, based on the requirements of the exercise environment or the scenarios. Before being released to NATO Force Structure, S2 related Functional Area Systems (FAS) Databases are to be primed coherently throughout functions, consistent with STARTEX conditions and agreed Training Requirements.
3. Scenarios: Provide all information and documentation describing events, circumstances and conditions leading to the exercise, crisis, and/or conflict. This will include, at a minimum, the following:
  - Road to crisis, creating the circumstances and conditions (historical, political, military, economic, cultural, humanitarian, legal) leading to the exercise and/or conflict.
  - Crisis Response Intelligence Package (CRIP) content development and production
  - Current Situation-Updates (CSU) content development and production
  - Road to STARTEX development and production
  - Request for Information (RFI) Management
  - Support NCS/NFS and SHAPE preparation/revision of any Strategic/Operational level exercise supporting documents, consistently with the S2 frame.
4. Update and amend exercise related setting and scenario documentation throughout the entire exercise planning process (including the execution phase) ensuring S2 documentation remains coherent concerning the current developments in the global security situation and with current NATO planning doctrine and policy.
5. Throughout all phases of the exercise planning process, review and respond to NATO Force Structure generated activities and products.
6. On request, during and after an exercise, provide assessment of TA accomplishment of TOs, as well as feedback and observations for the improvement of NATO exercise through the LI/LL process.
7. Contribute to NATO Exercises conceptual refinement and innovation with expertise in the S2 fields as a senior expert as well as exercise related expert.

A.1 Baseline Planning Support Technical Requirements and Evaluation Matrix:

A.1 Short, brief outline of the candidate's background				
A.1 Functional Support: Baseline Setting & Scenario (S2) Planning & Development Support. Please check the box if the candidate is an      Expert <input type="checkbox"/> and/or      Senior Expert <input type="checkbox"/>				
Technical Requirement	Level	Meets: Y/N	For each line, please explain how the candidate meets the respective Technical Requirements.	
1. The candidate is able to perform all tasks described and listed in the A.1 tasking.	Both			
2. Three years of working experience within the last six years in the NATO Joint Operations Planning process	J/G/A/N-5 Functional level in a NATO Force Structure HQ, NATO Command Structure or JWC	Expert		
	J/G/A/N-5 Leadership level in a NATO Force Structure HQ, NATO Command Structure HQ or above or JWC	Senior Expert		
3. Three years of user experience within the last six years in the application of relevant core services and functional area systems (including, but not limited to, TOPFAS, and/or LOGFAS)	Both			
4. Experience with the NATO Collective Training and Exercise (CT&E) program and its application and familiarity with this program at a relevant post	Both			

5. NATO Training & Exercise doctrine, planning, and execution.	Knowledge and understanding of NATO CAX/CPX exercises	Expert		
	Knowledge and understanding of NATO CAX/CPX exercises and participation in a similar exercise, at least at operational level, with a minimum of 1 year in the last 5 years.	Senior Expert		
6. Knowledge of and familiarity with applicable NATO doctrines, policies, processes, agreements and procedures		Both		
7. Knowledge of the use of AI systems and its capabilities and application. Specify Knowledge of Maven (open-source build automation and project management tool)  <b>(For reference only not disqualifying)</b>		Both		
8. Proficiency in the use of MS Office and MS Teams Software.		Both		
9. Active NATO Secret Security Clearance or National equivalent		Both		
10. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) – Listening, Speaking, Reading, and Writing) or equivalent	3333	Expert		
	3434	Senior Expert		

## A.2 Functional Support: Global security, regional and SME Analysis (including Above- and underwater infrastructure & CPP)

### Tasking:

1. Provide expert advice and participate in the development, refinement and delivery of JWC strategic and operational planning products and their updated information content tailored to the training audience. These tasks must be ensured throughout the entire exercise planning process, including NATO Command/Force Structure HQs (NCS/NFS) planning activities in the exercise environment.  
This will ensure that both the S2 documentation and the planning inputs are as realistic as possible, coherent, and aligned with the training requirements.
2. Design/Develop/Deliver and refine a 360° Multi-Domain World view (Setting) and the associated exercise specific scenarios. This should incorporate, at a minimum, the following:
  - Information about NATO and its allies and partners as actors in exercise scenarios.
  - Exercise real & fictitious actors, systems of actors, their interactivities and historical data.
  - Geostrategic information based on NATO's PMESII environment, also with a focus on specific regions of the world that play a prominent role in the exercise environment.
  - All associated data, information and documentation related to the environment and conditions relevant to the crises and conflicts in the exercise scenarios.
  - Military domains (LAND, AIR, MARITIME, CYBER, SPACE).
  - Instruments a Nations can employ to analyse and assess the various spectra to achieve its objectives (DIMEFIL).
  - Certain sensitive areas, e.g. of an economic or cultural nature, which are of paramount importance to the globalized society, but especially to the NATO allies and their partners.
  - Levels of command & control (political, military-political, military-strategic, military-operational, military-tactical).
3. Update and modify exercise environment and scenario documentation throughout the entire exercise planning process to ensure that JWC exercise documentation is consistent with both current NATO and SHAPE/SACT (Bi-SCs) planning doctrine and policy to support the conduct of EOs and TOs;
4. Review and respond to the requirements identified by the TA and its activities and products during all phases of the exercise planning process.
5. Analysis during and after an exercise of PTA/STA compliance with TOs and NATO exercise procedures (including assessment on request), feedback and observations to adapt and improve JWC S2 documents.
6. Regular evaluation, advice and recommendations regarding the general global security situation concerning the current changes, their complexity and the influencing factors\*. These may be day-to-day challenges within NATO, but may also relate to regions, areas and nations, facing severe conflict and high levels of insecurity and playing a particular role in NATO's exercises.

#### \*Factors that influence security are:

- a. Conflicts and wars:  
Currently, there are numerous armed conflicts and political instability in various parts of the world, leading to high levels of insecurity and violence.
- b. Terrorism:  
Terrorist Groups attacks and threats are a persistent threat, especially in regions with political instability or conflict.
- c. Crime:  
Crime rates vary greatly from country to country and even within regions. While some countries are considered very safe, others have high rates of theft, robbery or other forms of crime.
- d. Natural disasters:  
Natural disasters such as earthquakes, floods or storms can also lead to significant security risks and affect the livelihoods of many people.

7. Contribute to conceptual refinement and innovation through subject-matter-area expertise in the areas outlined above.

A.2 Global Security Technical Requirements and Evaluation Matrix:

A.2 Short, brief outline of the candidate's background				
A.2 Functional Support: Global security and regional Analysis (including Above- and underwater infrastructure & CPP)				
Please check the box if the candidate is an Choose an item. Expert <input type="checkbox"/> and/or Senior Expert <input type="checkbox"/>				
Technical Requirement		Level	Meets: Y/N	For each line, please explain how the candidate meets the respective Technical Requirements.
1. The candidate is able to perform all tasks described and listed in the A.2 tasking.		Both		
2.Recent, multi-year experience working in relevant field	2 years of relevant work experience within the last 5 years	Expert		
	3 years of relevant work experience within the last 6 years, with at least 2 years in a relevant management position	Senior Expert		
3.Military Service with NATO Rank / Grade of OF-4 or above upon departure from active duty or civilian equivalent.		Both		

4. Graduate of NATO or an international defense college (or equivalent) or University degree (Bachelor's, Master's or higher) in one of the relevant subject areas listed under items A.2.1- A.2.7	Extensive experience may be considered as equivalent to degree	Both		
5. Knowledge and experience of applicable NATO and Bi-SC (SACT/SHAPE) doctrines, policies, processes, agreements and procedures		Both		
6. Have knowledge and understanding of NATO processes, information and documentation, directly and indirectly involved in exercises, crisis, and/or conflict with regards to relevant areas.		Both		
7. NATO Training & Exercise doctrine, planning, and execution.	Have knowledge and understanding	Expert		
	Have knowledge and understanding and have participated in at least one operational-level NATO exercise in the last three years	Senior Expert		
8. Knowledge of the use of AI systems and its capabilities and application. <b>(this is for reference only and non-disqualifying)</b>		Both		
9. Proficiency in the use of MS Office and MS Teams Software.		Both		
10. Valid and active NATO Secret Security Clearance or National equivalent		Both		



11.Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) – Listening, Speaking, Reading, and Writing) or equivalent	3333	Expert		
	3434	Senior Expert		

**Instructions: In order to qualify for the regions below, please fill in A.2.1 through to A.2.9 for applicable qualifying area**

Regional SPECIALIZATIONS				
A.2.1. Global security situation / Political Advisor	2 years of relevant work experience within the last 4 years in NATO or an international organization that deals with analyses of security policy challenges and contributed to academically sound studies on international security policy discourse. The focus should have been on political science, incl. international security policy, terrorism research, research on maritime security and naval forces, crisis and conflict research as well as strategic developments in Russia / East Europe, Africa, the Arctic Region, the Middle & Far East and Asia.	Senior Expert		The candidate should also be able to support the JWC within the framework of the Setting- and Scenario (S2) documentation as a political advisor with a conflict-solving function.
A2.2. NATO's Eastern Flank (Russia / Belarus & East Europe)	2 years of relevant professional experience within the last 4 years with an international organization dealing with the analysis of security challenges in this region. Other certificates demonstrating in-depth knowledge of this region may also be accepted, if submitted.	Expert		The "NATO Eastern Flank" refers to the member countries of NATO located in Eastern Europe, particularly those bordering Russia and Belarus. The Eastern Flank includes countries like Estonia, Latvia, Lithuania, Poland, Slovakia, Hungary, Bulgaria, and Romania. These nations share borders with Russia and/or Belarus, making them vulnerable to potential aggression. Moreover, the expertise in the context of the 360 MDS must also include the regions of Ukraine, Moldova and the Caucasus.
A.2.3. Africa	2 years of relevant professional experience within the last 4 years with an international organization dealing with the analysis of security challenges in this region. Other certificates demonstrating in-depth knowledge of this region may also be accepted, if submitted.	Expert		The expertise on Africa within the framework of the 360 MDS focuses on the following areas (according to the organization of the AU): northern region, western regions, central region and eastern region. The southern regions are of secondary importance. In addition to geographical knowledge, due to the diversity of the continent, knowledge of history, politics (including security developments and terrorist threats), demography and cultures is expected.

A.2.4. Arctic Region	2 years of relevant professional experience within the last 4 years with an international organization dealing with the analysis of security challenges in this region. Other certificates demonstrating in-depth knowledge of this region may also be accepted, if submitted.	Expert		The Arctic region in the context of the 360 MDS is defined as the polar region of the Earth surrounding the North Pole and lying within the Arctic Circle. The Arctic region consists of parts of northern Norway (Nordland, Troms, Finnmark, Svalbard and Jan Mayen), northernmost Sweden (Västerbotten, Norrbotten and Lapland), northern Finland (Northeast Ostrobothnia, Kainuu and Lappi), Russia (Murmansk, Siberia, Nenets Okrug, Novaya Zemlya), the United States (Alaska), Canada (Yukon, Northwest Territories, Nunavut), the Danish Empire (Greenland) and Northern Iceland (Grímsey and Kolbeinsey) as well as the Arctic Ocean and the adjacent seas.
A.2.5. Middle East	2 years of relevant professional experience within the last 4 years with an international organization dealing with the analysis of security challenges in this region. Other certificates demonstrating in-depth knowledge of this region may also be accepted, if submitted.	Expert		Definition of the Middle East within the framework of the 360 MDS: Bahrain - Egypt – Island of Cyprus - Iraq - Iran - Israel - Yemen - Jordan - Kuwait - Lebanon - Oman - Palestinian Territories - Saudi Arabia - Syria - Republic of Türkiye - United Arab Emirates – Qatar
A.2.6. Far East / Asia	2 years of relevant professional experience within the last 4 years with an international organization dealing with the analysis of security challenges in this region. Other certificates demonstrating in-depth knowledge of this region may also be accepted, if submitted.	Expert		The Far East refers to all countries in East Asia, including China, Japan, North and South Korea, Myanmar, Thailand, Laos, Cambodia, Vietnam and Malaysia. India is also considered part of this region within the 360 MDS.
A.2.7. Civil environment & Human security SME	2 years of relevant professional experience within the last 4 years with an international organization dealing with the analysis of security challenges in this region. Other certificates demonstrating in-depth knowledge of this region may also be accepted, if submitted.	Expert		<p>Provide support for both the content of the 360 MDS and the development of the scenarios with regard to the <b>Civil Environment and the Humanitarian Situation</b> in the regions depicted in the setting or affected in the scenarios. It is of particular importance to act in close coordination with IOs, NGOs, NATO partners and host nations during the entire exercise planning process and also to present the aspects of realistic cooperation of NATO forces with such organizations and nations. This should include at least the following knowledge and experience:</p> <ul style="list-style-type: none"> <li>- Human security is a people-centered approach to security that focuses on the safety and well-being of individuals and communities, rather than focusing exclusively on the security of states.</li> <li>- The key aspects should be focused on: People-centered (It shifts the focus from state security to the security of individuals and communities), Multidimensional (It recognizes that human security is influenced by multiple, interrelated factors, including economic, food, health, environmental, personal, community and political security.), Inclusive (It involves different stakeholders, including governments, civil society and local communities, in addressing security challenges.), Comprehensive (It promotes integrated strategies and programs that address multiple dimensions of security simultaneously.)</li> </ul> <p>The following examples in particular should be considered and integrated as part of the JWC S2 developments (in close cooperation with the TAs): Conflict and violence (Armed conflict, displacement and human rights violations can have devastating consequences for individuals and communities.), Environmental degradation (Climate change, natural disasters and resource scarcity can threaten livelihoods and well-being.), Health crises (Pandemics and infectious diseases can have far-reaching impacts on health, economic stability and social wellbeing.)</p> <p>In <b>Human Geography</b>, spatial relationships between people, their cultures and their environment are to be included. The aim is to show how human activities influence the distribution of population, cultural practices, economic systems and political structures and security, as well as their interactions with the physical and built environment and how they deal with threats of all kinds. <b>Human Geography</b> draws on diverse disciplines, including sociology, anthropology, economics, and environmental science, to provide a comprehensive understanding of the complex relationships between humans and their environments. It is a dynamic field that continues to evolve as societies and environments change.</p>

A.2.8. Maritime Warfare & Critical underwater infrastructure	<p>3 years of relevant operations experience within the last 6 years, with at least 2 years in a relevant leadership position.</p> <p>Professional experience in a NATO headquarters and exposure to naval warfare at various levels and participation in at least one NATO exercise in the last three years.</p>	Expert		<p>Provide subject-matter-expert advice and contribution to the design/development/delivery and refinement of JWC Setting &amp; Scenario (S2) documentation. This should include at least the following:</p> <ul style="list-style-type: none"> <li>- Knowledge and experience in maritime warfare encompassing strategic and operational military operations, both under or over the sea, involving naval forces and their interactions with other (naval) forces, land-based targets or air threats.</li> <li>- Information and documentation describing or reflecting critical underwater infrastructure, including but not limited to transportation, water supply, power, telecommunications and energy supply nodes and connections.</li> <li>- Reconciliation of infrastructure data related to the exercise environment and scenario-specific information to support the scenario team's relevant information for each exercise, including geospatial data, intelligence information, country models (incl. national offshore territories), historical data and (events, incidents, documentation, etc.).</li> </ul>
A2.9. Critical Infrastructure & CPP / CIMIC	<p>3 years of relevant operations experience within the last 6 years, with at least 2 years in a relevant leadership position.</p> <p>Professional experience in a NATO headquarters and exposure to naval warfare at various levels and participation in at least one NATO exercise in the last three years.</p>	Expert		<p>Provide subject-matter-expert advice and contribution to the design/development/delivery and refinement of JWC Setting &amp; Scenario (S2) documentation. This should include at least the following:</p> <ul style="list-style-type: none"> <li>- Knowledge and experience in land and air warfare involving strategic and operational military operations at sea involving air and land forces and their interactions with other (naval) forces, land-based targets or air threats.</li> <li>- Information and documentation describing or reflecting the infrastructure on land and threatened regions, including but not limited to transportation, water supply, electricity, telecommunications and energy supply nodes and connections.</li> <li>- Reconciliation of infrastructure data related to the exercise environment and scenario-specific information to support the relevant scenario team information for each exercise, including geospatial data, intelligence information, country models, historical data and (events, incidents, documentation, etc.).</li> <li>- Support is also required with knowledge and experience of information and documentation describing/reflecting on Cultural Property Protection (CPP), which relates to the protection of cultural heritage in times of peace and armed conflict. This encompasses a range of measures, including legal frameworks, international cooperation and practical measures to prevent damage, destruction, theft or illicit trafficking of cultural property.</li> </ul>

### A. 3 Functional Support: Exercise Force Generation SME

#### Tasking:

1. Provide subject-matter-expert advice, and contribute to the development, refinement, and delivery of JWC strategic and operational-level planning information and products tailored to the Training Audience throughout the entire exercise process, including NATO and SHAPE planning activities in the exercise environment. Thus, ensuring that both scenario documentation and planning inputs are realistic, supportable by JWC, and are aligned with the training requirements.
2. Provide subject-matter-expert advice and contribute to the Design/Develop/Deliver and refine of a 360° World view and the associated exercise specific scenarios, focusing on NATO Force Sourcing and Exercise Force Generation (XFG). This should incorporate, at a minimum, the following:
  - Planning and running the exercise force generation process, delivery of related JWC products, and coordinating the provision of the exercises Force Element List.
  - Coordinating the exercise force generation -process activities with members of the JWC CAX branch, which may include:
    - Liaising directly with OCE, TAs and SHAPE nominated FG -Point of Contact.
    - Contributing to the development of the Exercise Plan (EXPLAN) for FOG matters.
    - Contributing the exercise force generation - effort including the support the JWC exercise planning teams - back briefs during planning conferences.
    - Supporting all exercise workshops (such as storyline and challenge development ) during the entire exercise planning process.
    - Resolving issues with SHAPE, Training Audience (TA) and component commands related to the exercise force generation planning process.
    - Contributing to determine exercise force generation milestone dates and preparing an exercise FS/FOG schedule.
    - Monitoring and reporting exercise force generation schedule progress and resolving scheduling conflicts if required.
    - Leading and organising exercise force generation workshops.
    - Contributing to Lessons Learned for the exercise.
3. Update and amend setting and scenario documentation throughout the entire exercise process ensuring Setting and Scenario (S2) documentation remains coherent with both current NATO and SHAPE planning doctrine and policy in order to support the delivery of EOs & TOs;
4. Throughout all phases of the exercise, review and respond to TA-generated activities and products.
5. On request during and after an exercise, provide assessment of TA accomplishment of TOs, as well as feedback and observations for the improvement of NATO exercise processes.
6. Contribute to conceptual refinement and innovation with subject matter area expertise.
7. Provide subject matter expertise in data management and data management systems to ensure that all inputs related to exercise force generation are captured, published, and consolidated in the appropriate data management systems – including, but not limited to, RRT and TOPFAS – and that a smooth flow of information between these systems is maintained.

**A.3 Exercise Force Generation SME Technical Requirements and Evaluation Matrix:**

A.3 Short, brief outline of the candidate's background

A.3 Functional Support: Exercise Force Generation SME

Please check the box if the candidate is an    Expert    Senior Expert

Technical Requirement		Level	Meets: Y/N	For each line, please explain how the candidate meets the respective Technical Requirements.
1. The candidate is able to perform all tasks described and listed in the A.3 tasking.		Both		
2. University degree in a relevant subject area	At least 2 years of experience (No university degree needed)	Expert		
	University degree and at least 2 years of experience	Senior Expert		
3. Have knowledge and understanding of NATO processes, information and documentation, directly and indirectly involved in exercises, crisis, and/or conflict		Both		
4. NATO Training & Exercise doctrine, planning, and execution.	Have knowledge and understanding in at least one operational-level NATO exercise	Expert		
	Have knowledge and understanding in at least one operational-level NATO exercise in the last three years.	Senior Expert		
5. Understanding, knowledge and experience with the applicable NATO and SHAPE doctrine, policy, processes, arrangements and procedures		Both		
6. Have by start of contract a valid and active NATO Secret Security Clearance or National equivalent		Both		
7. Proficiency in the use of MS Office and MS Teams Software.		Both		
8. Proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP))	3333	Both		

9. At least three years' experience working in force generation or equivalent planning functions within ACO operational or strategic level.	At least 1 year of experience as planner within a National or NATO organization in the last 4 years	Expert		
	At least 1 year of experience as an supervisor within a National or NATO organization within the last 4 years.	Senior Expert		
10. Have attended and successfully completed the courses listed in the next column. <b>(For reference only non disqualifying)</b>	- TOPFAS OPT - TOPFAS OMT - RRT	Both		

## A. 4 Functional Support: LOGFAS SME

### Tasking:

1. Provide subject-matter-expert advice, and contribute to the development, refinement, and delivery of JWC strategic and operational-level planning information and products tailored to the Training Audience throughout the entire exercise process, including NATO and SHAPE planning activities in the exercise environment. Thus, ensuring that both scenario documentation and planning inputs are realistic, supportable by JWC, and are aligned with the training requirements.
2. Provide subject-matter-expert advice and contribute to the Design/Develop/Deliver and refine of a 360° World view and the associated exercise specific scenarios, focusing on the logistic environment in a joint operational and strategic level (e.g. JLSG, JSEC). This should incorporate, at a minimum, the following:
  - Coordinating the provision of LOGFAS data in order to enable JSEC to develop the exercises MNDDP.
  - Coordinating the exercise LOGFAS Data Base (DB) development -process with members of the JWC CAX branch, which may include:
    - Liaising directly with OCE, TAs and SHAPE nominated LOGFAS -Point of Contact.
    - Contributing the LOGFAS DB development - effort including the support to the JWC exercise planning team - back briefs during planning conferences.
    - Supporting all exercise workshops (such as storyline/challenge development) during the entire exercise planning process.
    - Resolving issues with SHAPE, Training Audience (TA) and component commands related to the LOGFAS DB development.
    - Coordinating with SHAPE, TAs and CCs and member nations the delivery of the LOGFAS data to enable JSEC to create the exercises MNDDP.
    - Contributing to determine the LOGFAS DATA milestone dates and preparing the LOGFAS DB development schedule.
    - Monitoring and reporting the LOGFAS DB development progress and resolving conflicts if required.
    - Contributing to Lessons Learned for the exercise.
3. Update and amend setting and scenario documentation throughout the entire exercise process ensuring Setting and Scenario (S2) documentation remains coherent with both current NATO and SHAPE planning doctrine and policy in order to support the delivery of EOs & TOs;
4. Throughout all phases of the exercise, review and respond to TA-generated activities and products.
5. On request during and after an exercise, provide assessment of TA accomplishment of TOs, as well as feedback and observations for the improvement of NATO exercise processes.
6. Contribute to conceptual refinement and innovation with subject matter area expertise.
7. Provide subject matter expertise in data management and data management systems to ensure that all inputs related to exercise force generation are captured, published, and consolidated in the appropriate data management systems – including, but not limited to, LOGFAS, TOPFAS and JTLS – and that a smooth flow of information between these systems is maintained.



**A.4 LOGFAS SME Technical Requirements and Evaluation Matrix:**

A.4 short, brief outline of the candidate's background				
<b>A.4 Functional Support: LOGFAS SME</b> Please check the box if the candidate is an      Expert <input type="checkbox"/> Senior Expert <input type="checkbox"/>				
Technical Requirement		Level	Meets: Y/N	For each line, please explain how the candidate meets the respective Technical Requirements.
1. The candidate is able to perform all tasks described and listed in the A.4 tasking.		Both		
2. University degree in a relevant subject area	At least 2 years of experience (No university degree needed)	Expert		
	University degree and at least 2 years of experience	Senior Expert		
3. Have knowledge and understanding of NATO processes, information and documentation, directly and indirectly involved in exercises, crisis, and/or conflict		Both		
4. NATO Training & Exercise doctrine, planning, and execution.	Have knowledge and understanding in at least one operational-level NATO exercise	Expert		
	Have knowledge and understanding in at least one operational-level NATO exercise in the last three years.	Senior Expert		
5. Understanding, knowledge and experience with the applicable NATO and SHAPE doctrine, policy, processes, arrangements and procedures		Both		
6. Have by start of contract a valid and active NATO Secret Security Clearance or National equivalent		Both		
7. Proficiency in the use of MS Office and MS Teams Software.		Both		
8. Proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP))	3333	Both		

9. At least three years' experience working as an LOGFAS user with at least one year serving as an Administrator, or Instructor within a National or NATO organization within the last 4 years	At least 1 year of experience as administrator within a National or NATO organization in the last 4 years	Expert		
	At least 1 year of experience as an instructor or supervisor within a National or NATO organization within the last 4 years.	Senior Expert		
10. Have attended and successfully completed the courses listed in the next column. <b>(For reference only non disqualifying)</b>	<div>- LOGFAS SPM/SDM</div> <div>- LOGFAS ADAMS</div> <div>- LOGFAS LDM</div> <div>- MS EXCEL</div>	Both		

## A. 5 Functional Support: NATO Logistics

### Tasking:

1. Provide subject-matter-expert advice, and contribute to the development, refinement, and delivery of JWC strategic and operational-level planning information and products tailored to the Training Audience throughout the entire exercise process, including NATO and SHAPE planning activities in the exercise environment. Thus, ensuring that both scenario documentation and planning inputs are realistic, supportable by JWC, and are aligned with the training requirements.
2. Provide subject-matter-expert advice and contribute to the Design/Develop/Deliver and refine of a 360° World view and the associated exercise specific scenarios, focusing on the logistic environment in a joint operational and strategic level (e.g. JLSG, JSEC). This should incorporate, at a minimum, the following:
  - Information and documentation describing/reflecting the logistic environment of the fictitious elements as part of the 360° Multi-Domain Setting (360° MDS).
  - Contributing to the development of the Exercise Plan (EXPLAN) for Logistic matters.
  - Contributing the logistics syndicate - effort including the support to the JWC exercise planning team - back briefs during planning conferences.
  - Supporting all exercise workshops (such as storyline/challenge development workshops) during the entire exercise planning process.
  - Resolving issues with SHAPE, Training Audience (TA) and component commands related to the logistic exercise play.
  - Coordinating with SHAPE, TAs and CCs the delivery of the logistic exercise data.
  - Contributing to determine logistic exercise data milestone dates and preparing an logistic data delivery schedule.
  - Monitoring and reporting logistic exercise data delivery schedule progress and resolving scheduling conflicts if required.
  - Monitor and advise on the logistic play during exercise execution as a part of EXCON icc with JWC Rival
  - Advise JWC Rival on realistic logistic exercise play.
  - Contributing to Lessons Learned for the exercise.
3. Update and amend setting and scenario documentation throughout the entire exercise process ensuring Setting and Scenario (S2) documentation remains coherent with both current NATO and SHAPE planning doctrine and policy in order to support the delivery of EOs & TOs;
4. Throughout all phases of the exercise, review and respond to TA-generated activities and products.
5. On request during and after an exercise, provide assessment of TA accomplishment of TOs, as well as feedback and observations for the improvement of NATO exercise processes.
6. Contribute to conceptual refinement and innovation with subject matter area expertise.
7. Provide subject matter expertise in data management and data management systems to ensure that all inputs related to exercise logistics play data are captured, published, and consolidated in the appropriate data management systems – including, but not limited to, LOGFAS and JTLS – and that a smooth flow of information between these systems is maintained.

A.5 NATO Logistics Technical Requirements and Evaluation Matrix:

A.5 short, brief outline of the candidate's background				
<b>A.5 Functional Support: NATO Logistics</b> Please check the box if the candidate is an    Expert <input type="checkbox"/> Senior Expert <input type="checkbox"/>				
Technical Requirement		Level	Meets: Y/N	For each line, please explain how the candidate meets the respective Technical Requirements.
1. The candidate is able to perform all tasks described and listed in the A.5 tasking.		Both		
2. University degree in a relevant subject area	At least 2 years of experience (No university degree needed)	Expert		
	University degree and at least 2 years of experience	Senior Expert		
3. Have knowledge and understanding of NATO processes, information and documentation, directly and indirectly involved in exercises, crisis, and/or conflict		Both		
4. NATO Training & Exercise doctrine, planning, and execution.	Have knowledge and understanding in at least one operational-level NATO exercise	Expert		
	Have knowledge and understanding in at least one operational-level NATO exercise in the last three years.	Senior Expert		
5. Understanding, knowledge and experience with the applicable NATO and SHAPE doctrine, policy, processes, arrangements and procedures		Both		
6. Have by start of contract a valid and active NATO Secret Security Clearance or National equivalent		Both		
7. Proficiency in the use of MS Office and MS Teams Software.		Both		
8. Proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP))	3333	Both		

9. At least three years' experience working as an J-4/JLSG planner.	At least 1 year of experience as logistic exercise planner within a National or NATO organization in the last 4 years	Expert		
	At least 1 year of experience as a J-4/JLSG supervisor within a National or NATO organization within the last 4 years.	Senior Expert		
10. Have attended and successfully completed the courses listed in the next column. <b>(For reference only non disqualifying)</b>	<div>- NLIC</div> <div>- NLOC</div> <div>- NLOPC or COPC</div>	Both		

## **A.6 Functional Support: Military Intelligence Analysis**

### **Tasking:**

1. Provide subject-matter-expert advice, and contribute to the development, refinement, and delivery of JWC strategic- and operational-level planning information and products tailored to the Training Audience throughout the entire exercise process, including NATO and SHAPE planning activities in the exercise environment. Thus, ensuring that Setting & Scenario documentation and planning inputs are realistic, supportable by JWC, and aligned with the training requirements.
2. Provide subject-matter-expert advice and updates to JWC documentation to accurately reflect latest and emerging developments in low and high intensity conflicts and counter-terrorism activities in non-NATO nations within regions that NATO Forces could operate and incorporate realistic doctrine and TTPs of forces that are hostile to NATO efforts ("RED Forces"), into the 360 Multi Domain Setting and scenarios;
3. Assist in the management of information within databases located on appropriate FASs, with particular emphasis on Intel FS.
4. Update and amend exercise and scenario documentation throughout the entire exercise process ensuring Setting & Scenario documentation remains coherent with NATO planning doctrine and policy.
5. Throughout all phases of the exercise, review and respond to TA-generated activities and products.
6. On request during and after an exercise, provide assessment of TA accomplishment of TOs, as well as feedback and observations for the improvement of NATO exercise processes.
7. Contribute to conceptual refinement and innovation with subject-matter-area expertise.

**A.6 Military Intelligence Analysis Technical Requirements and Evaluation Matrix:**

<b>A.6 Candidate Name</b>				
<b>A.6 Functional Support: Military Intelligence Analysis</b>				
Please check the box if the candidate is an <b>Expert</b> <input type="checkbox"/> <b>Senior Expert</b> <input type="checkbox"/>				
<b>Technical Requirement</b>		<b>Level</b>	<b>Meets: Y/N</b>	<b>For each line, please explain how the candidate meets the respective Technical Requirements.</b>
1. The candidate is able to perform all tasks described and listed in the A.6 tasking.		Both		
2. Multi-years' experience working as an intelligence professional	Three years of experience within the last ten years as Intelligence Analyst or Intelligence Staff Officer at Strategic level or operational level	Expert		
	Five years of experience within the last ten years as Intelligence Analyst or Intelligence Staff Officer at Strategic or Operational level.	Senior Expert		
3.Experience working as an intelligence professional within a NATO Strategic or Operational-level organization within the last 10 years	At least one year of experience within the last ten in strategic or operational-level NATO intel org or JWC Intel Staff	Expert		
	At least three years of experience within the last ten in strategic or operational-level NATO intel org or JWC Intel Staff	Senior Expert		
4.At least two years of experience in the process of producing NATO tactical, operational, and strategic intelligence reports within the last ten years	Experience producing NATO intelligence reports	Expert		
	Experience producing and supervising the production of NATO intelligence reports	Senior Expert		
5.Completion of the following courses:	NATO Intelligence Course or National equivalent	Both		
	Intelligence Analyst Course (NATO or National) <b>(reference only non-disqualifying)</b>			
	NATO IRM&CM Course <b>(reference only non-disqualifying)</b>			
6.General knowledge and understanding of NATO and/or National intelligence capabilities, a minimum of 1 completed course is essential	a. Air, Maritime, and Ground Collection and Sensor capabilities	Both		
	b. Space collection processes and Space sensor capabilities			
	c. HUMINT collection processes and capabilities.			
	d. JISR processes			
	e. Targeting Processes			

	f. Training & Exercise doctrine, planning and execution			
	g. Familiarization with NATO Intelligence Warning System or National-level Indications and Warnings Processes/Procedures			
7.Experience within last five years of using Intel-FS	At least one year of experience within the last ten as frequent/daily Intel-FS user	Expert		
	At least three years of experience within the last ten as frequent/daily Intel-FS user	Senior Expert		
8.Familiarity with the applicable NATO doctrine, policy, processes, arrangements and procedures		Both		
9. Proficiency in the use of MS Office and MS Teams Software.		Both		
10.Have by start of contract a valid and active NATO Secret Security Clearance or National equivalent		Both		
11.Proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP)	3333	Expert		
	3434	Senior Expert		



**A.7 Functional Support: INTEL FS DB Management Support****Tasking:**

1. Provide subject matter expertise on data management and data management systems to ensure intelligence-related inputs are captured, published and collated in the appropriate data management systems, including, but not limited to, Intel FS, JEMM, SharePoint, and that appropriate information flows smoothly between these systems.
2. Provide subject-matter-expert advice, consultation and contribute to the Design/Develop/Deliver and refine of a 360° Multi Domain Setting view and the associated exercise specific scenarios. This should incorporate, at a minimum, the following:
  - Design, development, production, refinement, and coordination of associated RED (and by exception GREEN) exercise force development processes and products.
  - Plan-support, execute, and manage the translation of RED (and by exception GREEN) information into data for input into INTEL FSs, ensuring data quality, consistency, and interoperability with other systems.
  - Coordination with appropriate offices and organizations to ensure appropriate INTEL FS databases are created and maintained throughout the exercise cycle.
  - Review provided data to ensure it is logical and is aligned with the Setting and the Scenario and make recommendations for eventual corrections.
3. Throughout all phases of the exercise, review and respond to TA-generated activities and products.
4. On request during and after an exercise, provide feedback and observations for the improvement of NATO exercise processes.
5. Contribute to conceptual refinement and innovation with subject-matter-area expertise.

**A.7 INTEL FS Database Management Support Technical Requirements and Evaluation Matrix:**

A.7 Candidate Name				
A.7 Functional Support: INTEL FS DB Management Support				
Please check the box if the candidate is an   Expert <input type="checkbox"/> Senior Expert <input type="checkbox"/>				
Technical Requirement		Level	Meets: Y/N	For each line, please explain how the candidate meets the respective Technical Requirements.
1. The candidate is able to perform all tasks described and listed in the A.7 tasking.		Both		
2.At least three years' experience working as an Intel FS user within the last 10 years		Both		
3.Completion of the following courses:	- NATO Intelligence Course or National equivalent;	Both		
	- NATO Intelligence Functional Systems Training	Senior Expert		
	- NATO Intel FS ONA Training	Senior Expert		
4.Familiarity with the applicable NATO doctrine, policy, processes, arrangements and procedures		Both		
5. Proficiency in the use of MS Office and MS Teams Software.		Both		

6.Have by start of contract a valid and active NATO Secret Security Clearance or National equivalent		Both		
7.Proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) to a 3333 level		Both		

## A.8 Functional Support: Joint Effects / Targeting

### Tasking:

Provide subject-matter-expertise to prime, set-up and enable access to the Exercise Targeting Database on the Joint Targeting System (JTS)/FAST (Functional Area Service for Dynamic and Time Sensitive Targeting), and any other Functional Area Service related to Joint Fires/Joint Effects (i.e. MAVEN, JADOCS-Joint Automated Deep Operations Coordination System) or any new tool (e.g. ARTEMIS). Support and assist SHAPE/ACO in the development of key targeting products. Support the EXCON "Targeting Core Team" during Exercise execution, support Joint Effects related MEL/MIL (Main Event List/Main Incident List) materials, also ensuring that Targeting and Joint Effects related training is met.

#### 1. Primary tasking

- coordination and development of all targeting products and supporting documents for the JWC exercise schedule.
- specialist (Targeting, Joint Fires, Multi Domain Effects) representation on all EPP (Exercise Planning Process) events.
- JTS/FAST Data Management in order to prime, release and coordinate use of targeting material and so to enable trainees to plan, prepare, conduct the training
- any additional Functional Area Systems related to Joint Fires /Joint Effects (i.e. ARTEMIS, JADOCS, MAVEN) Data Management in order to prime, release and coordinate use of targeting material

#### 2. Secondary tasking

- Provide targeting expertise to scripting and scenario development.
- Provide targeting expertise for any exercise requirement regarding CIS, data management and connectivity, related to Targeting and Joint Fires Functional Area Systems.
- Provide analysis of scenario materials to create challenging targeting dilemmas at the operational and strategic levels.
- usage of targeting folders, materials and supporting documents such as Strategic and Operational level plans, TSA (Target System Analysis), Intelligence Assessments.
- Support, when required, trainees Battle Staff Training implementation prior to STARTEX for any Targeting and Multi-Domain effects related topic.
- Enable and support any interoperability requirement cross-NATO FASs (Functional Area Services)
- Support SHAPE JTE (Joint Targeting and Effects Branch) production of a Strategic Targeting Directive (Annex II) and any other Strategic level order topic related.

#### 3. Exercise conduct tasking

- Enable the constitution and leadership of the EXCON Targeting "core team" into EXCON during the Execution phase.
- Support JWC Exercises ACOSs for ensuring Multi Domain Effects and Targeting effective training is met.
- Support JWC Exercises ACOS to enable and sustain trainees' Targeting strategy, Effects scheme of maneuver, targeting processes and any products delivery
- Enable the alignment of any training events with real-world targeting doctrine and procedures.
- Support dynamic targeting (DT/TST) procedures and crucial materials production reflecting targeting dilemmas during the training.
- Support EXCON Targeting contributions to all EXCON meetings according to the Battle Rhythm.
- Enable the coordination with EXCON Response Cells, maintaining the Joint Effects and Targeting information flow and coherence.

#### 4. Other tasking

- Support continuous contribution to the ACO/ACT warfare development of NATO Targeting Enterprise evolution.
- Be prepared to attend relevant conferences and workshops and inform about the latest developments in targeting doctrine and future development to maintain currency and relevance.
- Support any contributions to the development of future targeting systems and FAS.

Be prepared to update and enhance own competence through continuation of training to maintain up-to-date skills and knowledge about developing FASs, technology, and procedures to apply into Exercises.

## A.8 Technical Requirements and Evaluation Matrix:

A.8 Candidate Name				
A.8 Functional Support: Joint Effects / Targeting		Please check the box if the candidate is an      Expert <input type="checkbox"/> Senior Expert <input type="checkbox"/>		
Technical Requirement		Level	Meets: Y/N	For each line, please explain how the candidate meets the respective Technical Requirements.
1. The candidate is able to perform all tasks described and listed in the A.8 tasking.	Scenario related	Expert		
	Setting & Scenario related	Senior Expert		
2. Recent, multi-years of experience working as a Targeteer/targeting professional	<b>Three years</b> of operational-level experience <b>within the last six years</b> , as a Strategic/Operational level Targeteer which includes participation in NATO Joint Targeting processes and experience in Multi Domain/Multi Dimensions Effects support to strategic/operational level plans.	Expert		
	<b>Five years</b> of experience in one of those positions <b>within the last seven years</b> as a strategic or operational level Targeteer which includes participation in NATO Joint Targeting processes and experience in Multi Domain/Multi Dimensions Effects support to strategic/operational level plans.	Senior Expert		
3. Knowledge and understanding of NATO Targeting and Joint Fires doctrine	Joint Targeting: - AJP 3.9 Allied Joint Doctrine for Joint Targeting - ACO Directive 80-70 Joint Targeting in ACO - AM 80-70 TTPs to Prosecute TSTs	Both		
	Joint Effects			
	Joint Fires			
	Intel Support to Targeting processes, including use of Intel-FS/COINS and Target System Analysis exploitation	Senior Expert		
4. Proficiency in the use of the Targeting Functional Area Service (FAS), such as JTS/FAST or any new tool (e.g. ARTEMIS)	<b>Three years' experience in the last six years</b> , including: - Campaign phases and lists - Targeting data worksheet - Target Development Dashboard	Both		
	<b>Five years' experience in the last seven years</b> , including - Campaign phases and lists - Targeting data worksheet - Target Development Dashboard - Effects/Objectives - Combat Assessment Data Base Management	Senior Expert		
5. Completion of the following courses: <b>(for reference only- non-disqualifying)</b>	Completion of <b>(For reference only- non-disqualifying)</b> : - NATO Joint Targeting Staff course (or National equivalent) - NATO Joint Intermediate Target Development Course (or National equivalent) - NATO CDE Course (or National equivalent) - NATO BDA Course (or National equivalent)	Expert		
	Completion of <b>(For reference only- non-disqualifying)</b> : - NATO Joint Targeting Staff course (or National equivalent) - NATO Joint Intermediate Target Development Course (or National equivalent) - NATO CDE Course (or National equivalent) - NATO BDA Course (or National equivalent) NATO JTS/FAST Data Manager	Senior Expert		

	<ul style="list-style-type: none"><li>- NATO JTS User</li><li>- NATO DT/TST Course (or National equivalent)</li><li>- NATO FAST User</li></ul>			
6. Experience in Targeting related positions in the operational Joint/combined level (real world operations as available), with other NATO nations/forces in a multinational, international or coalition environment		Both		
7.Familiarity with the applicable doctrine, policy, arrangements and procedures related to NATO Strategic and Operational level Planning Processes		Both		
8. Proficiency in the use of MS Office and MS Teams Software.		Both		
9.Have by start of contract a valid and active NATO Secret Security Clearance or National equivalent		Both		
10. Proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP))	3333	Expert		
	3434	Senior Expert		

**Support Area B- Capability Support**

- B.1    STRATCOM SME**
- B.2    MILSTRAT SME**
- B.3    CIMIC SME**
- B.4    DIMEFIL SME**
- B.5    Joint Targeting**
- B.6    Cyberspace**
- B.7    Space SME**
- B.8    Non-Linear Hybrid SME**

**B - Capability Support: Short-term Baseline Setting & Scenario (S2) Planning & Development Support**

**All contractors (B.1 – B.8) shall ensure that prospective candidates understand and meet the following requirements.**

Subject-matter experts shall contribute to the foundational development of the setting and scenarios (S2), which form the basis of the overall exercise environment. The 360° Multi-Domain Setting (360° MDS) is designed to reflect real-world dynamics as accurately as possible, while remaining compliant with applicable political constraints, sensitivities, and policy frameworks.

In this context, experts shall:

- Provide informed guidance to ensure that S2 elements - geopolitical, informational, strategic, and domain-specific—are credible, contextually relevant, and aligned with current global realities.
- Identify and integrate realistic challenges, opportunities, and dilemmas within their respective areas of expertise that reflect contemporary operational environments.
- Advise on harmonizing S2 realism with political feasibility, ensuring that setting and scenario contents are both plausible and consistent with NATO doctrine, policy, and member-state sensitivities.
- Recommend adjustments or alternative narrative paths that preserve the integrity of the S2 construct while respecting political and strategic constraints.
- Support the development of setting and scenario components that enable meaningful engagement and decision-making by the Training Audience, particularly in politically nuanced or contested domains.

This contribution is essential to maintaining the relevance of the 360° MDS, enhancing the training value of the exercise, and ensuring that scenario content remains both operationally realistic and politically appropriate across all domains and disciplines.

B.1 STRATCOM – Subject Matter Expert	
B.2 MILSTRAT - Subject Matter Expert	
B.3 CIMIC - Subject Matter Expert	
B.4 DIMEFIL (Diplomacy, Information, Military, Economic, Financial, Intelligence, and Law Enforcement)	
- Subject Matter Expert	If available, long-term (> 90 WUs) contractual commitment
B.5 Joint Targeting – Subject Matter Expert	
B.6 Cyberspace – Subject Matter Expert	If available, long-term (> 90 WUs) contractual commitment
B.7 Space – Subject Matter Expert	If available, long-term (> 90 WUs) contractual commitment
B.8 Non-Linear / Hybrid SME	If available, long-term (> 90 WUs) contractual commitment



**B.1 Capability Support: STRATCOM****Tasking**

The Contractor shall provide subject-matter expertise in Strategic Communications (STRATCOM) in support of JWC-led exercises. This support shall include, but is not limited to, the following tasks:

1. Strategic and Operational Planning Support

Provide expert advice and contribute to the development, refinement, and delivery of strategic and operational-level planning information and products tailored to the Training Audience. This includes STRATCOM-related activities throughout all phases of the exercise lifecycle, encompassing NATO planning efforts within the exercise environment. The Contractor shall ensure that scenario documentation and planning inputs are realistic, executable by JWC, and aligned with exercise requirements.

2. Setting and Scenario (S2) Design and Narrative Development

As the designated STRATCOM subject-matter expert, support the design, development, and delivery of all narrative content and documentation describing the events, circumstances, and conditions leading to the exercise, crisis, and/or conflict. This shall include, at a minimum:

- Development of the “Road to Crisis,” establishing the conditions that lead to the exercise scenario.
- Production of Crisis Response Intelligence Package (CRIP) content.
- Development of Crisis Situational Updates (CSUs).
- Creation of “Road to STARTEX” materials.
- Timely and accurate responses to Requests for Information (RFIs).

3. Scenario Documentation Maintenance

Continuously update and amend particular exercise scenario documentation throughout the exercise lifecycle to ensure coherence with current NATO planning doctrine and policy.

4. NATO Force Structure Interaction

Review and respond to NATO Force Structure activities and products related to STRATCOM processes and outputs across all exercise phases.

5. Post-Exercise Assessment and Feedback

Upon request, provide assessments of NATO Force Structure performance in relation to training requirements, and deliver constructive feedback and observations aimed at enhancing NATO exercise design and execution processes.

6. Conceptual Development and Innovation

Contribute to the ongoing conceptual refinement and innovation of STRATCOM-related exercise content through subject-matter expertise, ensuring relevance and adaptability to evolving NATO training requirements.

**B.1 STRATCOM Technical Requirements and Evaluation Matrix:**

B.1 Candidate Name					
B.1 Capability Support: STRATCOM		Expert <input type="checkbox"/>	Senior Expert <input type="checkbox"/>		
Technical Requirement			Meets: Y/N	For each line, please explain how the candidate meets the respective Technical Requirements.	
1. The candidate is able to perform all tasks described and listed in the B.1 tasking.		Both			
2. Recent, multi-year experience working in STRATCOM	2 years of relevant work experience in NATO within the last 7 years.	Expert			
	2 years of relevant work experience in NATO within the last 7 years, with at least 4 years in a relevant management position	Senior Expert			
3. University degree or proven, relevant experience in Strategic Communications	Bachelor's degree or higher in a relevant subject area.	Senior Expert			
4. Have knowledge and understanding of NATO processes, information and documentation, directly and indirectly involved in exercises, crisis, and/or conflict with regards to STRATCOM and IE		Both			
5. NATO Training & Exercise doctrine, planning, and execution.	Have knowledge and understanding and have participated in at least one operational-level NATO exercise since 2023.	Both			
6. Familiarity with the applicable NATO and SHAPE doctrine, policy, processes, arrangements and procedures		Both			
7. Proficiency in the use of MS Office and MS Teams Software.		Both			
8. Holds a NATO-recognized security clearance at the level of "SECRET" at the start of the contract.		Both			
9. Proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP))	3434 (at a minimum)	Both			

## B.2 Capability Support: MILSTRAT

### Tasking:

The Contractor shall provide subject-matter expertise in support of the Joint Warfare Centre (JWC) exercise planning and execution processes, specifically in the area of Military Strategy (MILSTRAT). This support shall include, but is not limited to, the following tasks:

1. Strategic and Operational Planning Support  
Provide expert advice and actively contribute to the development, refinement, and delivery of strategic and operational-level planning products tailored to the Training Audience (TA). This support shall extend across the full exercise environment - including the 360° Multi-Domain Setting and associated scenarios (S2) - as well as throughout all phases of the exercise lifecycle, encompassing NATO and SHAPE planning activities conducted within the exercise framework. All inputs shall ensure that S2 documentation and planning products are realistic, feasible for JWC implementation, and aligned with the exercise requirements.
2. Production of MILSTRAT Documentation  
Develop and deliver fictitious MILSTRAT-related documentation to ensure the 360° Multi-Domain Setting and associated scenarios remain current and coherent throughout all phases of the respective exercises. At a minimum, this shall include:
  - MILSTRAT input to the 360° MDS.
  - Scenario documentation supporting the integration of MILSTRAT-related Main Events List/Main Incidents List (MEL/MIL), storylines, incidents, and injects aligned with the approved exercise and training objectives.
3. S2 and Documentation Maintenance  
Continuously update and amend setting and exercise scenario documentation throughout the exercise lifecycle. All updates shall maintain coherence with the current NATO planning doctrine.
4. Review NATO Force Structure Products  
Throughout all phases of exercises, review and respond to NATO Force Structure generated activities and products, providing timely and relevant feedback as required.
5. Post-Exercise Assessment and Feedback  
Upon request, during and after exercises, assess NATO Force Structure performance. Provide structured feedback and observations to support the continuous improvement of NATO exercise processes.
6. Conceptual Development and Innovation  
Contribute to the conceptual refinement and innovation of exercise environment design (Setting & Scenarios) and delivery through the application of subject-matter expertise in MILSTRAT.

**B.2 MILSTRAT Technical Requirements and Evaluation Matrix:**

B.2 Candidate Name				
B.2 Capability Support: MILSTRAT      Expert <input type="checkbox"/> Senior Expert <input type="checkbox"/>				
Technical Requirement		Level	Meets: Y/N	For each line, please explain how the candidate meets the respective Technical Requirements.
1. The candidate is able to perform all tasks described and listed in the B.2 tasking.		Both		
2. Recent, multi-year experience working in relevant field	2 years of relevant work experience within the last 4 years.	Expert		
	2 years of relevant work experience within the last 4 years, with at least 1 year in a relevant management position.	Senior Expert		
3. Multi-year experience within a NATO or National Military organization	Served-in the rank of OF-4 or Civ Eq (or higher)	Both		
4. NATO Training & Exercise doctrine, planning, and execution.	Has knowledge and understanding and have participated in NATO exercises	Expert		
	Has knowledge and understanding and have participated in at least one operational-level NATO exercise since 2023.	Senior Expert		
5. Knowledge and understanding of NATO processes, information and documentation.	Directly and indirectly involved in exercises, crisis, and/or conflict with regards to relevant areas.	Both		
7. Proficiency in the use of MS Office and MS Teams Software.		Both		
8. Holds a NATO-recognized security clearance at the level of "SECRET" at the start of the contract.		Both		
9. Proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP)	3333	Both		

**B.3 Capability Support: CIMIC / CMI**

**Tasking:**

The Contractor shall provide subject-matter expertise in Civil-Military Cooperation (CIMIC) and Civil-Military Interaction (CMI), including emphasis on the civil environment and human security dimensions, while also taking into account NATO's Comprehensive Approach to crisis response and conflict resolution.

This support shall include, but is not limited to, the following tasks:

8. Strategic and Operational Planning Support

Provide expert advice and contribute to the development, refinement, and delivery of strategic and operational-level planning products tailored to the Training Audience (TA). This support shall extend across the full exercise environment - including the 360° Multi-Domain Setting and associated scenarios (S2) - as well as throughout all phases of the exercise lifecycle. All inputs shall ensure that setting and scenario documentation and planning products are realistic, executable by JWC, and aligned with the exercise requirements.

9. Scenario Development and Narrative Contribution

Focused on CIMIC/CMI inputs, contribute to the design, development, and delivery of all narrative content and documentation describing regions, nations, events, circumstances, and conditions leading to the exercise, crisis, and/or conflict. This shall include, at a minimum:

- Provision of CIMIC/CMI advisory input to the 360° Multi-Domain Setting (360° MDS), ensuring civil environment and human security considerations are appropriately reflected.
- Scenario documentation supporting the integration of CIMIC/CMI-related MEL/MIL storylines, incidents, and injections aligned with applicable exercise and training objectives. Topics may include diasporas, humanitarian emergencies, refugee movements, internally displaced persons (IDPs), civil infrastructure disruption, and other human security concerns.

10. S2 Documentation Maintenance

Continuously update and amend 360° MDS and exercise scenario documentation throughout the exercise lifecycle. All updates shall maintain coherence with the current NATO planning doctrine and policy, ensuring alignment with the delivery of exercise requirements.

11. Review of 360° MDS- and NATO Force Structure Generated Products

Throughout all phases of exercises, review and respond to NATO Force Structure generated activities and products, providing timely and relevant feedback as required.

7. Post-Exercise Assessment and Feedback

Upon request, during and after exercises, assess NATO Force Structure performance. Provide structured feedback and observations to support the continuous improvement of NATO exercise processes.

12. Conceptual Development and Innovation

Contribute to the conceptual refinement and innovation of setting and scenario design and exercise deliveries through the application of subject-matter expertise in CIMIC/CMI, with particular attention to civil environment dynamics and human security challenges.

**B.3 CIMIC/ CMI Technical Requirements and Evaluation Matrix:**

B.3 Candidate Name					
B.3 Capability Support: CIMIC / CMI		Expert <input type="checkbox"/>	Senior Expert <input type="checkbox"/>		
Technical Requirement		Level	Meets: Y/N	For each line, please explain how the candidate meets the respective Technical Requirements.	
1. The candidate is able to perform all tasks described and listed in the B.3 tasking.		Both			
2. Recent, multi-year experience working in a CIMIC/CMI position	2 years of relevant work experience within the last 5 years.	Expert			
	2 years of relevant work experience within the last 5 years, with at least 1 year in a relevant management position	Senior Expert			
3. University degree in a relevant subject area	Bachelor's degree (or higher) in a relevant subject area.	Senior Expert			
4. Recent, multi-year working experience with IOs / NGOs / Civil Actors	3 years of work experience within the last 5 years.	Expert			
	3 years of work experience within the last 5 years, with at least 18 months in a relevant management position	Senior Expert			
5. Familiarity with the applicable NATO, UN and / or IO/NGO doctrine, policy, processes, arrangements and procedures		Both			
6. Knowledge and understanding of NATO processes, information and documentation, directly and indirectly involved in exercises, crisis, and/or conflict with regards to the CIMIC/CMI environment		Both			
7. NATO Training & Exercise doctrine, planning, and execution.	Have knowledge and understanding of operational-level NATO exercises.	Expert			
	Have knowledge and understanding and have participated in at least one operational-level NATO exercise since 2023.	Senior Expert			

8. Familiarity with the applicable NATO and SHAPE doctrine, policy, processes, arrangements and procedures		Both		
9. Proficiency in the use of MS Office and MS Teams Software.		Both		
10. Holds a NATO-recognized security clearance at the level of "SECRET" at the start of the contract.		Both		
11. Proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP)	3333 (at a minimum)	Both		

#### **B.4 Capability Support: DIMEFIL\* (Diplomacy, Information, Military, Economic, Financial, Intelligence, and Law Enforcement) with an emphasis on the non-military Instruments of Power (IoPs)**

##### **Tasking:**

The Contractor shall provide subject-matter expertise across the full spectrum of national power as defined by the DIMEFIL framework. This includes strategic insight and operational-level contributions across the elements and Lines of Effort (LoEs) of diplomacy, information, military, economic, financial, intelligence, and law enforcement, while also taking into account NATO's Comprehensive Approach (CA) to crisis response and conflict resolution.

The support shall encompass the following tasks:

1. **Strategic and Operational Planning Support**  
Provide expert advice and contribute to the development, refinement, and delivery of strategic and operational-level planning products tailored to the Training Audience (TA). This support shall extend across the full exercise environment - including the 360° Multi-Domain Setting and associated scenarios (S2) - as well as throughout all phases of the exercise lifecycle. All inputs shall ensure that setting and scenario documentation and planning products are realistic, executable by JWC, and aligned with the exercise requirements.
2. **360° Multi-Domain Setting (360° MDS) and Scenario Development**  
Contribute to the design, development, and delivery of the 360° MDS and associated exercise-specific scenarios. This shall include, at a minimum:
  - Depiction of relevant and realistic DIMEFIL conditions that shape the overarching 360° MDS environment at global, regional, and national levels, including a focus on Host Nation-specific alignments.
  - Development of fictitious adversarial entities and systems, alongside DIMEFIL structures and actors modeled on NATO Allied Nations, to ensure strategic relevance and operational authenticity within the exercise framework.
  - Integration of current DIMEFIL theories, practices, doctrine, and policy into JWC planning products.
  - Strategic and operational-level DIMEFIL products tailored to the Training Audience.
3. **S2 Documentation Maintenance**  
Continuously update and amend 360° MDS and exercise scenario documentation throughout the exercise lifecycle. All updates shall maintain coherence with the current NATO planning doctrine and policy, ensuring alignment with the delivery of exercise requirements.
4. **Review of 360° MDS- and NATO Force Structure Generated Products**  
Throughout all phases of exercises, review and respond to NATO Force Structure generated activities and products, providing timely and relevant feedback as required.
5. **Post-Exercise Assessment and Feedback**  
Upon request, during and after exercises, assess NATO Force Structure performance. Provide structured feedback and observations to support the continuous improvement of NATO exercise processes.
6. **Conceptual Development and Innovation**  
Contribute to the conceptual refinement and innovation of setting and scenario design as well as delivery through the application of DIMEFIL subject-matter expertise, ensuring comprehensive representation of national power dynamics and their impact on conflict and crisis environments.

\* DIMEFIL, in the context of national power, stands for Diplomacy, Information, Military, Economic, Financial, Intelligence, and Law Enforcement. It's a framework used to analyze and assess a nation's capabilities and influence. The framework emphasizes that national power isn't solely based on military strength, but also encompasses diplomatic efforts, economic stability, information control, financial systems, intelligence gathering, and law enforcement capabilities.

- **Diplomacy:** Maintaining peaceful relations and negotiating with other nations.
- **Information:** Controlling and disseminating information to shape public opinion and influence perceptions.
- **Military:** The traditional use of armed forces for defense and projection of power.
- **Economic:** The overall health and strength of a nation's economy, including trade and resources.
- **Financial:** Utilizing financial systems and institutions to exert influence and achieve strategic goals.



- Intelligence: Gathering information about potential threats and adversaries.
- Law Enforcement: Maintaining domestic order and enforcing laws, both domestically and potentially internationally.
- The DIMEFIL framework highlights the interconnectedness of these instruments and how they can be used in a coordinated manner to achieve national objectives. Some sources also suggest that a more nuanced approach to national power includes recognizing the legal aspects and potential hybrid threats that can be employed by adversaries.

**B.4 DIMEFIL Technical Requirements and Evaluation Matrix:**

B.4 Candidate Name					
B.4 Capability Support: DIMEFIL		Expert <input type="checkbox"/>	Senior Expert <input type="checkbox"/>		
Technical Requirement		Level	Meets: Y/N	For each line, please explain how the candidate meets the respective Technical Requirements.	
1. The candidate is able to perform all tasks described and listed in the B.4 tasking.		Both			
2. Recent, multi-year experience working in relevant field	2 years of relevant work experience within the last 5 years.	Expert			
	2 years of relevant work experience within the last 5 years, with at least 1 year in a relevant management position	Senior Expert			
3. University degree in a relevant subject area	Bachelor's degree or higher in the relevant subject areas (e.g. Political Science)	Senior Expert			
4. Have knowledge and understanding of NATO processes (incl. CA), information and documentation, directly and indirectly involved in exercises, crisis, and/or conflict with regards to the DIMEFIL elements.	5 years employed in a Command at an operational level.	Expert			
	5 years employed in a NATO Command at a strategic level.	Senior Expert			
5. NATO Training & Exercise doctrine, planning, and execution.	Have knowledge and understanding of NATO Exercises	Expert			
	Directly participated in a NATO Exercises within the last 3 years	Senior Expert			
6. Familiarity with the applicable NATO and SHAPE doctrine, policy, processes, arrangements and procedures		Both			
7. Holds a NATO-recognized security clearance at the level of "SECRET" at the start of the contract.		Both			
8. Proficiency in the use of MS Office and MS Teams Software.		Both			
9. Proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP))	3333 (at a minimum)	Both			

## B.5 Capability Support: Joint Targeting

### Tasking:

Provide subject-matter-expertise to support the development of the Exercise Targeting Database on the Joint Targeting System (JTS)/FAST (Functional Area Service for Dynamic and Time Sensitive Targeting) or any new tool (e.g. ARTEMIS). Support the EXCON "Targeting Core Team" during Exercise execution, support Joint Effects related MEL/MIL (Main Event List/Main Incident List) materials, also ensuring that Targeting and Joint Effects related training is met.

#### 5. Primary tasking

- JTS/FAST Data Management and targeting material development to enable trainees planning, preparation and execution

#### 6. Secondary tasking

- Provide targeting expertise to scripting and scenario development.
- Provide analysis of scenario materials to create challenging targeting dilemmas at the operational and strategic levels.
- Usage of targeting folders, materials and supporting documents such as Strategic and Operational level plans, TSA (Target System Analysis), Intelligence Assessments.
- Support any interoperability requirement cross-NATO FASs (Functional Area Services)

#### 7. Exercise conduct tasking

- Support the constitution and leadership of the EXCON Targeting "core team" into EXCON during the Execution phase.
- Support JWC Exercises ACOS to enable and sustain trainees' Targeting strategy, Effects scheme of maneuver, targeting processes and any products delivery
- Enable the alignment of any training events with real-world targeting doctrine and procedures.
- Support dynamic targeting (DT/TST) procedures and crucial materials production reflecting targeting dilemmas during the training.
- Support EXCON Targeting contributions to all EXCON meetings according to the Battle Rhythm.
- Enable the coordination with EXCON Response Cells, maintaining the Joint Effects and Targeting information flow and coherence.

**B.5 Joint Targeting Technical Requirements and Evaluation Matrix:**

B.5 Candidate Name					
B.5 Functional Support: Joint Targeting		Expert <input type="checkbox"/>	Senior Expert <input type="checkbox"/>		
Technical Requirement		Level	Meets: Y/N	For each line, please explain how the candidate meets the respective Technical Requirements.	
1. The candidate is able to perform all tasks described and listed in the B.5 tasking.		Both			
2. Recent, multi-years of experience working as a Targeteer/targeting professional	<b>Two years</b> of operational-level experience <b>within the last five years</b> , as a Operational/Tactical level Targeteer	Expert			
	<b>Three years</b> of experience in one of those positions <b>within the last six years</b> as an operational/tactical level Targeteer	Senior Expert			
3. Knowledge and understanding of NATO targeting capabilities	Joint Targeting: - AJP 3.9 Allied Joint Doctrine for Joint Targeting - ACO Directive 80-70 Joint Targeting in ACO - AM 80-70 TTPs to Prosecute TSTs	Both			
	Joint Effects				
	Joint Fires				
	Intel Support to Targeting processes, including use of Intel-FS/COINS and Target System Analysis exploitation	Senior Expert			
8. Proficiency in the use of the Targeting Functional Area Service (FAS), such as JTS/FAST or any new tool (e.g. ARTEMIS)	<b>Two years' experience in the last five years</b> , including: - Campaign phases and lists - Targeting data worksheet - Target Development Dashboard	Both			
	<b>Five years' experience in the last seven years</b> , including - Campaign phases and lists - Targeting data worksheet - Target Development Dashboard - Effects/Objectives - Combat Assessment - Data Base Management	Senior Expert			
5. Completion of the following courses: <b>(for reference only- non-disqualifying)</b> :	Completion of <b>(for reference only- non-disqualifying)</b> : - NATO Joint Targeting Staff course (or National equivalent) - NATO Joint Intermediate Target Development Course (or National equivalent) - NATO CDE Course (or National equivalent) - NATO BDA Course (or National equivalent) - NATO JTS User - NATO FAST User	Expert			

	Completion of <b>(for reference only- non-disqualifying)</b> : <ul style="list-style-type: none"> <li>- NATO Joint Targeting Staff course (or National equivalent)</li> <li>- NATO Joint Intermediate Target Development Course (or National equivalent)</li> <li>- NATO CDE Course (or National equivalent)</li> <li>- NATO BDA Course (or National equivalent)</li> <li>- NATO JTS/FAST Data Manager</li> <li>- NATO JTS User</li> <li>- NATO DT/TST Course (or National equivalent)</li> <li>- NATO FAST User</li> </ul>	Senior Expert		
6. Familiarity with the applicable doctrine, policy, arrangements and procedures related to NATO Strategic and Operational level Planning Processes		Both		
7. Proficiency in the use of MS Office and MS Teams Software.		Both		
8. Holds a NATO-recognized security clearance at the level of "SECRET" at the start of the contract.		Both		
9. Proficiency in English as defined in STANAG 6001 [Standardized Linguistic Profile (SLP)]	3333 (at a minimum)	Both		

## B.6 Capability Support: Cyberspace

### Tasking:

The Contractor shall provide subject-matter expertise in the Cyberspace domain, with a particular focus on foundational documentation, operational integration, and exercise-specific scenario development. Given the evolving nature of this domain and the limited institutional experience, substantial pioneering work is required to establish robust frameworks and realistic training environments. This support shall include, but is not limited to, the following tasks:

#### 1. Domain Development and Foundational Documentation

Recognizing that Cyberspace remains a relatively underdeveloped domain within NATO's exercise architecture, contributes to the creation and refinement of foundational documentation within the 360° Multi-Domain Setting (360° MDS). This includes conceptual development, doctrinal alignment, and scenario integration to support both strategic understanding and operational application.

#### 2. Operational Integration and Planning Support

Provide subject-matter expertise on the contribution and integration of Cyberspace Support into Multi-Domain Operational Planning, Command and Control (C2), and the execution of Multi-Domain Exercises / Operations. Ensure that Cyberspace considerations are embedded within broader operational constructs and planning cycles.

#### 3. Exercise Design and Product Development

Contribute to the development, refinement, and delivery of strategic and operational-level Cyberspace products tailored to the Training Audience (TA) throughout all phases of the exercise. This includes participation in NATO and SHAPE planning activities within the exercise environment. All inputs shall ensure that setting and scenario (S2) documentation and planning products are realistic, executable by JWC, and aligned with the exercise requirements.

#### 4. Scenario Documentation and Storyline Integration

Produce and deliver fictitious yet realistic Cyberspace documentation to support S2 development across all exercise phases. This shall include, at a minimum:

- Provision of Cyberspace advisory input to the 360° MDS to ensure coherence and relevance.
- Scenario documentation enabling the delivery of Cyberspace-related storylines, incidents, and injects aligned with applicable exercise and training objectives.

#### 5. Documentation Maintenance and Doctrinal Alignment

Continuously update and amend 360° MDS and exercise scenario documentation throughout the exercise lifecycle. Ensure all updates remain coherent with current NATO planning doctrine and policy.

#### 6. Review and Feedback

Throughout all phases of the exercise, review and respond to NATO Force Structure generated activities and products, providing timely and relevant feedback to enhance Cyberspace-related learning outcomes.

#### 7. Conceptual Innovation

Contribute to the conceptual refinement and innovation of Cyberspace integration within the exercise environment (360° MDS & Scenarios), leveraging subject-matter expertise to advance NATO's understanding and application of Cyberspace capabilities in complex strategic and operational environments.

**B.6 Cyberspace Technical Requirements and Evaluation Matrix:**

<b>B.6 Candidate Name</b>				
<b>B.6 Capability Support: Cyberspace SME</b> Expert <input type="checkbox"/> Senior Expert <input type="checkbox"/>				
<b>Technical Requirement</b>		<b>Level</b>	<b>Meets: Y/N</b>	<b>For each line, please explain how the candidate meets the respective Technical Requirements.</b>
The candidate is able to perform all tasks described and listed in the B.6 tasking.		Both		
2. At least 2 years' experience working in a Cyberspace position (J5/J35/J3CSO/J6Cyber) within a National or NATO operational level command structure, or cyber command structure within the last 3 years.	At least 2 Years Experience	Expert		
	At least 3 Years Experience	Senior Expert		
3. Completion of the following courses (NATO course title provided, national equivalent courses accepted, if description is provided): - NATO Comprehensive Operations Planning Course  - Integrating Cyber Considerations into Operational Planning Course  - Operational Cyber Threat Intelligence Course	Completion of 1 Course	Both		
	Completion of 2 or more courses	Senior Expert		
4. Familiarity with the applicable NATO and SHAPE doctrine, policy, processes, arrangements and procedures	Any experience with the following items has to be referenced: - AJP 3.20, - IMSM-0222-2018, - Cyberspace roadmap terminology	Both		
5. Proficiency in the use of MS Office and MS Teams Software.		Both		
6. Holds a NATO-recognized security clearance at the level of "SECRET" at the start of the contract.		Both		
7. Proficiency in English as defined in STANAG 6001 [Standardized Linguistic Profile (SLP)]	3333 (at a minimum)	Both		

## B.7 Capability Support: Space

### Tasking:

The Contractor shall provide subject-matter expertise in the Space domain, with a particular focus on foundational documentation, strategic and operational integration, and exercise-specific scenario development. As Space remains an emerging and rapidly evolving strategic & operational domain within NATO, significant pioneering work is required to establish comprehensive frameworks, realistic training environments, and doctrinally aligned planning products.

This support shall include, but is not limited to, the following tasks:

1. **Domain Development and Foundational Documentation**

Contribute to the creation and refinement of foundational documentation within the 360° Multi-Domain Setting, supporting the integration of Space as a critical strategic and operational domain. This includes conceptual development, doctrinal alignment, and setting and scenario (S2) integration to enhance both strategic understanding and operational application.

2. **Operational Integration and Planning Support**

Provide subject-matter expertise on the contribution and integration of Space Support into Joint Operational Planning, Command and Control (C2), and the execution of Joint Exercises / Operations. Ensure Space capabilities are appropriately reflected within strategic and operational constructs and planning cycles.

3. **Exercise Design and Product Development**

Contribute to the development, refinement, and delivery of strategic and operational-level Space products tailored to the Training Audience (TA) throughout all phases of the exercise. This includes participation in NATO and SHAPE planning activities within the exercise environment. All inputs shall ensure that S2 documentation and planning products are realistic, executable by JWC, and aligned with the Exercise Objectives (EOs) and Training Objectives (TOs).

4. **Scenario Documentation and Storyline Integration**

Produce and deliver fictitious yet realistic Space documentation to support S2 development across all exercise phases. This shall include, at a minimum:

- Scenario documentation enabling the delivery of Space-related storylines, incidents, and injects aligned with applicable exercise and training objectives.
- Provision of Space advisory input to the Scenario Branch to ensure coherence and relevance.

5. **Documentation Maintenance and Doctrinal Alignment**

Continuously update and amend setting and exercise scenario documentation throughout the exercise lifecycle. Ensure all updates remain coherent with current NATO planning doctrine and policy.

6. **Review and Feedback**

Throughout all phases of the exercise, review and respond to NATO Force Structure activities and products, providing timely and relevant feedback to enhance Space-related learning outcomes.

7. **Conceptual Innovation**

Contribute to the conceptual refinement and innovation of Space integration within the exercise environment (360° MDS & Scenarios), leveraging subject-matter expertise to advance NATO's understanding and application of Space capabilities in complex strategic and operational environments.



B.7 SPACETechnical Requirements and Evaluation Matrix:

B.7 Candidate Name				
B.7 Capability Support: Space SME				
Expert <input type="checkbox"/> Senior Expert <input type="checkbox"/>				
Technical Requirement		Level	Meets: Y/N	For each line, please explain how the candidate meets the respective Technical Requirements.
1. The candidate is able to perform all tasks described and listed in the B.7 tasking.		Both		
2. At least 1-3 years' experience working in a Space related position within a National or NATO operational level command structure, or Space planning and operating structure within the last 3 years	At least 1 year of experience	Expert		
	At least 3 years of experience	Senior Expert		
3. Completion of the following courses:	National or NATO Space operational Courses (e.g. Space Operations Course, NATO Introduction to Space Support, etc.)	Both		
4. Familiarity with the applicable NATO and SHAPE doctrine, policy, processes, arrangements and procedures		Both		
5. Proficiency in the use of MS Office and MS Teams Software.		Both		
6.Holds a NATO-recognized security clearance at the level of "SECRET" at the start of the contract.		Both		
7. Proficiency in English as defined in STANAG 6001 [Standardized Linguistic Profile (SLP)]	3333 (at a minimum)	Both		

B.8 Capability Support: Non-Linear / Hybrid SME

**Tasking:**

The Contractor shall provide subject-matter expertise in Non-Linear and Hybrid Threats, with a focus on strategic foresight, doctrinal alignment, and exercise-specific setting and scenario (S2) development. This includes global threat anticipation, integration of hostile force tactics, and support to NATO's evolving deterrence and resilience frameworks. This support shall include, but is not limited to, the following tasks:

1. **Strategic and Operational Planning Support**

Provide Non-Linear and Hybrid SME input to the development, refinement, and delivery of strategic and operational-level planning products tailored to the Training Audience (TA). The SME must possess extensive knowledge of NATO doctrine, and policy related to hybrid warfare and irregular threats. Contributions shall span all SHAPE Component domains and support the full exercise lifecycle, including NATO planning activities. All inputs must ensure S2 documentation and planning products are realistic, executable by the Joint Warfare Center (JWC), and aligned with the exercise requirements.

2. **Scenario Development and Threat Integration**

In close coordination with the 360° Multi-Domain Setting (MDS), ACOS EX, and the RIVAL (Red Integration, Validation, and Learning) team, provide Non-Linear/Hybrid SME input based on current NATO doctrine and emerging threat trends. This includes:

- Integration of realistic doctrine and Tactics, Techniques, and Procedures (TTPs) of adversarial forces ("Russian Way of Warfare") into the 360° MDS and exercise scenarios.
- Emphasis on countering hybrid threats and supporting the development of national strategic frameworks for resilience and resistance.
- Planning for comprehensive deterrence and defense, including asymmetric defense components and responses to malicious attacks.

3. **Information and Database Management**

Support the management of information within the 360° MDS and relevant databases hosted on Functional Area Services (FASs), with particular emphasis on Intelligence FS. The SME must demonstrate deep expertise in Intel FS and TOPFAS systems.

4. **Documentation Maintenance and Global Threat Assessment**

Continuously update and amend the 360° MDS and exercise scenario documentation throughout the exercise lifecycle. Ensure all S2-related documentation remains coherent with current NATO and SHAPE doctrine. Additionally, hybrid threats in regions not directly affected by the primary exercise environment (S2) - such as the Middle East, the Far East, or the Arctic - must be anticipated, analyzed, and assessed to ensure comprehensive threat awareness and strategic depth.

5. **Review and Feedback**

Throughout all phases of the exercise, review and respond to NATO Force Structure generated activities and products, providing timely and relevant feedback to enhance hybrid threat awareness and operational readiness.

6. **Conceptual Development and Innovation**

Contribute to the conceptual refinement and innovation of hybrid threat integration within exercises, leveraging subject-matter expertise to advance NATO's understanding and response capabilities in complex, non-linear operational environments.

**B. 8 Non-Linear/ Hybrid Technical Requirements and Evaluation Matrix:**

B.8 Candidate Name					
B.8 Functional Support: Non-Linear / Hybrid SME		Expert <input type="checkbox"/>	Senior Expert <input type="checkbox"/>		
Technical Requirement		Level	Meets: Y/N	For each line, please explain how the candidate meets the respective Technical Requirements.	
1.The candidate is able to perform all tasks described and listed in the B.8 tasking.					
2. Recent, multi-year experience working as an intelligence professional within the Non-linear/Hybrid environment.	At least 1 year of experience-within the last 7 years as intelligence analyst (staff officer or civilian equivalent).	Expert			
	At least 3 years of experience-within the last 7 years as intelligence analyst (staff officer or civilian equivalent).	Senior Expert			
3. Experience working as an intelligence professional within a Multi-National or NATO Strategic-level organization within the last 5 years	1 year intel experience in strategic-level NATO organization or multi-national strategic/military-level intel organization.	Expert			
	2 or more years intel experience in strategic-level NATO organization or multi-national strategic/military-level intel organization.	Senior Expert			
4. At least two years of experience in the process of producing NATO tactical, operational, and strategic intelligence reports (or national equivalent) within the last ten years	Experience producing NATO intelligence reports, and (desirable) experience supervising the production of NATO intelligence reports	Both			
5. Completion of relevant courses (Examples are indicated in the next column, but national equivalent courses are acceptable):	<ul style="list-style-type: none"> <li>- Intelligence Support to Irregular Warfare Course (<b>reference only non disqualifying</b>)</li> <li>- Asymmetric Warfare Course (<b>reference only non disqualifying</b>)</li> <li>- NATO or national equivalent Intelligence course</li> <li>- INTEL FS course (<b>reference only non disqualifying</b>)</li> </ul>	Both			

6. Knowledge and understanding of NATO processes and NATO's interaction with National capabilities (Across PMESII) within a countering Non-Linear/Hybrid warfare context.		Both		
7. Experience within last five years of using Intel FS and BICES <b>(not a disqualifying, for reference only)</b>		Both		
8. At least 2 years experience in the last 5 years analyzing non-linear and hybrid threats to NATO or individual national interests.		Both		
9. Proficiency in the use of MS Office and MS Teams Software		Both		
10. Holds a NATO-recognized security clearance at the level of "SECRET" at the start of the contract.		Both		
11. Proficiency in English as defined in STANAG 6001 [Standardized Linguistic Profile (SLP)]	3333 (at a minimum)	Both		