

PART III - SECTION B – STATEMENT OF WORK

IFB-ACT-JWC-19-09

(CONTRACT NO.: IFIB-ACT-JWC-19-09)

**SCENARIO DELIVERABLE SUPPORT CONTRACT (SDSC)
OCCASUS SETTING AND SCENARIO**

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Chapter 1 Introduction

1.1. Scope and General Requirements

- 1.1.1. This document specifies the products, contracted non-military providers will be required to deliver, and corresponding delivery timelines in support of the Joint Warfare Centre's (JWC) NATO high priority exercises, reflected in JWC's Program of Work (POW). JWC's mission is to deliver high value exercises to NATO Command Structure and Force Structure entities and organizations in accordance with direction and guidance received from Allied Command Transformation (ACT) as well as SACEUR's Annual Guidance for Exercises (SAGE) and the Military Training Evaluation Plan (MTEP), hereafter referred to as the 'Guidance Documents'. In order to meet these evolving requirements, JWC must develop and deliver a comprehensive pool of settings and exercise scenarios on a continuous basis. This, depending on the scale and scope of the respective project, typically requires a lead time of between 18 and 36 months.
- 1.1.2. NATO's shift to a 360 degree strategic awareness posture, as reflected in the guidance documents, brings with it a renewed emphasis on the dynamic and unpredictable nature of future operations. NATO's core tasks are collective defence, crises management, and cooperative security. Training and exercising these core tasks requires JWC to remain current with the human and technical expertise across all domains in the comprehensive approach. JWC realizes that military means and resources, although essential, are not enough on their own to successfully meet NATO's setting and scenario requirements.
- 1.1.3. The Scenario Deliverable Support Contract (SDSC) is designed to establish the conditions that JWC maintains up-to-date expertise and capabilities necessary to meet all requirements levied in the guidance documents. The SDSC contract is an integral part of JWC's production strategy that enables mission accomplishment by integrating deliverables from trusted non-military providers and the military/exercise management expertise that is resident at JWC.
- 1.1.4. In launching the SDSC contract, JWC is adopting the Just in Time (JIT) approach to obtaining essential technical expertise and support from non-military providers. The characteristics of the SDSC concept put special emphasis on close and active communication channels between JWC and provider, critical to efficient production. Additionally, the ability of the provider to be highly responsive and to have access to a wide range of expertise commensurate with the described requirements is crucial.

1.2. JWC Organizational Description

- 1.2.1. JWC employs a matrix-management organizational structure with staff Directorates and Divisions comprising the vertical component, and multi-year Exercise programs, led by Program Directors, providing the lateral component. By managing the multi-year Exercise programs, the Program Directors coordinate JWC's contribution and support to NATO's exercise and training program. Ad hoc project teams may also be assembled when necessary to carry out specific niche, emergent, or urgent tasks.
- 1.2.2. The Exercise, Training, and Innovation Directorate (ET&I) coordinates, manages, and delivers JWC's exercise planning, production, and delivery as well as the support to transformational activities. Within ET&I, the Production Division's Scenario Branch is responsible for:
- Managing scenario support.
 - Planning, coordinating, and controlling scenario content development and delivery.
 - Developing scenario content, documentation, data, and information in support of exercise (specific) aims and training objectives, to include necessary refinements and adjustments induced by the routine exercise process as well as by changes to the requirement profile emanating from the TA or higher HQs – up to the development of completely new (geo-strategic) settings and their subsequent scenarios.
 - Supporting exercise delivery by disseminating scenario content to the relevant target audiences in synchronization with the exercise process steps and required products, providing scenario and subject-matter-expert (SME) related advice to the relevant target audiences throughout the whole exercise process and supporting the exercise execution (primarily during phases II and III) by augmenting (e.g.) EXCON manning within respective functional areas / SME.
- 1.2.3. In general, the provider will be required to develop, produce, deliver, and archive new settings and scenarios¹, and update / review and deliver existing settings and scenarios², to include necessary consultation that complement and support the work carried out by JWC's Scenario Branch. The ambition is to leverage professional, forward-thinking Provider(s) with the ability to bring creativity, novel design thinking and industry best practices to JWC's business functions of designing, developing, and delivering exercise settings

¹ In this context, a "Scenario" is defined as the combination of a setting with one or multiple corresponding sub-settings in support of a specific exercise or exercise series.

² See Footnote 1

and scenarios³, as well as directly supporting the delivery of NATO's Major Joint Exercise Program.

1.3. Project specific parameters

1.3.1. Main parameters for the OCCASUS setting have been defined through a series of documents:

- Military Committee Message (MCM) 0181-2015 on the “Future Development of NATO Exercises” of 2015;
- “SACEUR’s Annual Guidance(s) on Education, Training, Exercises, and Evaluation (SAGE)” 2020, including applicable amendments;
- COM JWC’s Scenario Development Plan, as described in staff order JWC COS 18 / -INT-1068.

1.3.2. The OCCASUS setting and its corresponding scenarios directly support NATO’s STEADFAST JUPITER as well as indirectly support NATO’s LOYAL LEDA exercise series. STEADFAST JUPITER is an annual Major Joint level CAX/CPX intended to:

- train the operational phases in an escalatory, comprehensive conflict against a peer state adversary;
- challenge NATO across all domains and in a broad variety of contemporary and modern warfare threads (e.g. Opponent Options Denial (OOD), Hybrid / Non-linear Conflict, etc.), from the deployment of the NRF up to various levels of collective defence operations, including certifying the stand-up NRF.

1.3.3. Within this concept, OCCASUS as a setting is currently arranged based on Geo-Strategic vectors (sub-settings) as follows:

- OCCASUS-N, covering the High North, North European, and Baltic Regions;
- OCCASUS-S, covering the Western Balkan (Hungary, Romania, and Bulgaria) and Caucasus (Armenia, Azerbaijan, and Georgia) Regions, including the Black Sea;
- OCCASUS-C, covering the Baltic, Central (Poland, Slovakia, and Hungary), and Western Balkan Regions.

Common to all sub-settings is the inclusion of the North Atlantic Ocean and remaining continental Europe.

1.3.4. The setting, sub-settings, and Geo-strategic segments need to be developed in a way that enables their free combination, thus creating a scenario as the combination of a setting with one or multiple corresponding sub-settings in support of a specific exercise or exercise series.

³ See Footnote 1

Chapter 2 Contractual Framework Conditions

2.1 Type of Contract and Period of Performance

- 2.1.1. Type of Contract. This is a Firm Fixed Price Deliverables Contract in accordance with the General Terms and Conditions; all employer responsibilities for the Provider Personnel performing under this Contract shall lie with the Provider.
- 2.1.2. Period of Performance. The contract period shall be effective from 01.01.2020 until 31.12.2020 (base period). This will include an additional introductory period of work from 4 Nov 2019 – 13 December 2019 for any new Scenario Providers and subject to negotiation per SCT and necessity. This includes:
- 2.1.3. Support of the MEL-MIL development and phase IIIb of exercise TRJU19-2, by providing scenario and subject-matter-expert (SME) related advice to the relevant target audiences and by augmenting the JWC PE staff (e.g. EXCON manning within respective functional areas / SME);
- 2.1.4. Refinement of the existing OCCASUS and OCCASUS-N setting IOT to integrate new SOUTH and CENTRAL sub-settings;
- 2.1.5. Review and refinement of the existing OCCASUS-N sub-setting and delivery of the inherent exercise scenario ISO STJU 21;
- 2.1.6. Development and delivery of OCCASUS SOUTH and CENTRAL sub-settings and inherent exercise scenarios ISO STJU 22 / 23;
- 2.1.7. Delivery of pertinent products throughout all phases of the exercise processes;
- 2.1.8. Validation and archiving of pertinent content.
- 2.1.9. Option Periods. Three potential one (1) calendar-year extension option periods are available with this contract. Available options shall be exercised at the sole discretion of the JWC Contracting Officer and shall be confirmed in writing 60 days prior to expiration of the current year of performance. Execution of the option period is contingent upon available funding, satisfactory provider work performance, and on-going/ evolving work requirements.
- 2.1.10. For the duration of the project, three (3) option periods have been identified:
 - Base Year 01 Jan 2020 -31 Dec 2020
 - Opt. Year 1 01 Jan 2021 -31 Dec 2021
 - Opt. Year 2 01 Jan 2022 -31 Dec 2022
 - Opt. Year 3 01 Jan 2023 -31 Dec 2023

2.2 Places of Work

- 2.2.1. JWC places a high value on being able to benefit from a broad spectrum of expertise from within the Provider's network in order to

help ensure the quality and completeness of the products developed and delivered. In line with the best practices developed over the past, the JWC PE staff is accustomed to conducting a wide variety of business through remote collaborative work with colleagues mainly in Europe as well as, to a limited extent, in North America. These two tenets underpin the intended approach to the places of work for the Provider. In developing and delivering products under the SDSC contract, the places of work are summarized as follows:

- 2.2.1.1. Provider Facilities, including provider internal “home office” arrangements;
 - 2.2.1.2. JWC (as required);
 - 2.2.1.3. Other NATO or National HQs, Technical Centres;
 - 2.2.1.4. Partnership for Peace Nations;
 - 2.2.1.5. Field / Exercise Locations.
- 2.2.2. The identification of the most efficient place of work is dependent on the respective specifics of the deliverable(s), the supported project, and its respective development / execution phase. This statement of work will identify specific requirements, delineating between on- and off-site support as well as indicate travel requirements.
- 2.2.3. Travel:
- 2.2.3.1. Provider Travel: Any travel which is solely determined by the Provider to ensure a successful provision of a deliverable. Estimated Provider travel costs will be a consideration for contract award and should be a factor in the price proposal. This includes all regular travel associated for IDMI position and additional on-site presence requested in Annex A to this Part of the IFIB.
 - 2.2.3.2. Tasked Travel: It is anticipated that the Provider may occasionally be tasked to travel in support of this contract, both within and outside NATO Alliance member nations’ boundaries. Because these travel tasks cannot be forecasted at this time, anticipated flight costs are not to be included on the C-2 bidding form. The fixed rate offered per work unit will be utilized to establish a separate purchase order for the tasked travel. The work unit rate On-site and Off-site should include all costs associated with tasked travel (labour rate, per diem, accommodation, etc.), but not flight costs. The on-site rate is for tasked travel to the Joint Warfare Centre, Norway. The off-site rate is for remote work.
 - 2.2.3.3. For tasked travel, the supplier has the choice either to utilize the JWC local travel agency for booking the flight arrangements in which the local travel agency will pay for the flight ticket and the contractor will not be reimbursed for the flight costs or the supplier may ask for the cost the JWC local travel agency would have paid for the ticket and the contractor may be authorized self-arrangement re-imbusement up to that amount. This is for economy flight tickets only.

2.3. Quality Control and Qualification Criteria

- 2.3.1. As a further guide to the specialized nature of SDSC contract work and the significant levels of skills and experience necessary to meet JWC's requirements, a set of basic Quality Control and Qualification Criteria is described at the following paragraphs and summarized Annex A-8 to Part I of this IFIB. These criteria should be considered an initial baseline set, providing guidance on benchmark standards expected of the Provider for the development and delivery of products for JWC. As required, more specific criteria, further profiling the overall requirement may be added. In addition, during the anticipated life of the contract, new requirements may warrant development of further quality control measures to enable the fulfilment of deliverables. In such cases, the new measure(s) shall be developed and agreed by the Provider, the COTR, and the Contracts Officer; and incorporated by formal contract modification. Scenario Content Threads (SCT) and project-specific criteria will be further defined within the Technical Compliance Assessment (Annex B-2 to Part I of this IFIB) and – if required – through the corresponding statements of work.
- 2.3.2. The guidance given below is intended to help ensure a common understanding of the nature of work to be carried out in developing and delivering products, and to contribute to meeting the quality assurance expectations of JWC.

Chapter 3 Deliverables

This part outlines the desired Provider's effort and outputs necessary to accomplish JWC's level of ambition for the OCCASUS project. Deliverables, within the context of this document, are categorized as follows:

3.1. Integrated Delivery Management Interface (IDMI).

- 3.1.1. IDMI describes the framework and necessary interface(s) through which the Company providing the workforce / capability ("Provider") is enabled to deliver supporting products within the respective subject matter area of expertise (Scenario Content Thread) in a timely manner and to a standard suited to seamless integration with the work of the JWC. The IDMI function will serve as the platform for the delivery of products, capability and best practices to JWC.
- 3.1.2. The Provider will assign an appropriate management and reach back structure in order to connect with JWC and deliver the IDMI function for the specific Scenario Content Thread. The IDMI function will include the quality assurance measures required to produce and deliver contracted deliverables at acceptable standards. In order for the provider to be agile and responsive to emerging requirements for the development of deliverables, the Provider's solution for providing IDMI shall ensure continuous awareness of JWC's business domain. This domain awareness will enable the Provider to be rapidly oriented to new requirements for deliverables, thereby shortening timescales between initial tasking and delivery.
- 3.1.3. The IDMI function will interface on a regular basis with the COTR or his delegated project manager for a scenario / exercise specific project for overall contract performance/schedule and contract reporting. The IDMI function shall be conducted at JWC, requiring a permanent presence of the representative with a (planning) average of 5 work-units⁴ / week for a minimum of 48 weeks per year.
- 3.1.4. Success in delivery of the IDMI function will necessitate an effective and efficient interface and rely on multiple quality factors including, but not limited to, the following:
- 3.1.4.1. Provider and COTR(s) or his delegated project manager for a scenario / exercise specific project are able to:
- access and interact via the IDMI management function during JWC working hours⁵;
 - maintain a daily common operating picture including priorities, quality, scope, progress towards completion of Deliverables, and overall schedule;

⁴ Equivalent to a man-day.

⁵ Monday-Friday 0730 to 1530 on routine operations; Extended days during exercises IAW applicable Staff Order

- maintain a monthly common operating picture of contract achievements, completed deliverables, and programmed deliverables in the months ahead.

3.1.4.2. Provider is able to provide continuous liaison / representation, which shall have an expert knowledge of and experience within the respective subject matter area of expertise (Scenario Content Thread) and be mandated to:

- coordinate project specific production and delivery on behalf of the provider;
- contribute directly to SCT-relevant development and delivery activities as the SCT lead, with sufficient offsite support to cover the required competence as described in Para. 3.3 of this Chapter;
- connect JWC PE staff with contract team members working off-site in order to facilitate the shaping of an emergent project deliverable in no more than 10 working days, following receipt of the draft production & delivery forecast from the COTR(s) or his delegated project manager;
- provide timely and temporary limited resource related replacements / surge capability in response to emerging circumstances.

3.2. Communication and Network.

3.2.1. The Provider shall ensure that contract team members working offsite are accessible to JWC via telephone and e-mail.

3.2.2. The Provider shall be capable of participating in Client or third party hosted web conferences and of hosting such conferences. Contract team members participating in web conferences will join the conference from locations that avoid distracting noise or activity in order to ensure that business may be conducted in a professional manner.

3.3. (Technical) competence in identified Scenario Content Threads (SCT).

3.3.1. As a NATO entity, JWC comprises military and civilian Peacetime Establishment (PE) personnel drawn from the 29 Nations of the Alliance; this PE may further be complemented by contributions from Partnership for Peace (PfP) Nations and other allies. Hence, intrinsically, JWC is a multinational/multicultural workplace in which the staff maintains very high standards of integrity, impartiality, loyalty, accountability, and professionalism. The Provider shall have a documented performance record in working successfully in multinational/ multicultural settings within NATO Training and Exercise Functional environment.

3.3.2. The Provider shall have a demonstrated ability to deliver high quality products that can offer tangible benefits to the setting and scenario support process within JWC's portfolio. The Provider shall have a record of evident technical competence pertinent to the SCTs identified in the following paragraphs.

3.3.3. Deliverables in support of the development and delivery of the OCCASUS setting, sub-settings, and scenarios are functionally grouped in the following Scenario Content Threads (SCTs):

3.3.3.1. SCT 1 "Strategic Setting and Crisis / Conflict Development" mainly supports the knowledge development of the TA and other relevant target audiences (e.g. OSE, ODE staff) throughout all phases of the exercise process. Based on the Scenario storyboard, developed by Chief Scenario and his complimentary direction and guidance, SCT 1 products constitute the core of the overall scenario content. They include the development, production, and delivery of all information and documentation on identified fictitious actors and system of actors, directly and indirectly involved in the exercise crisis and/or conflict with regards to the political, (Joint) military, socio-economic, infrastructural, information, cultural, humanitarian, legal, and basic geographic / geospatial domains as well as all information and documentation describing events, circumstances, and conditions relevant to the exercise crisis and/or conflict. The information structure reflects the PMESII methodology.

SCTs 2-5 contribute to this work-package through supporting, content-related sub-products, subject-matter-expertise and by providing functional area specific formatting for the content.

Provider's records of Performance in previous projects shall document knowledge and skills in the topics mentioned above. Advanced level of TOPFAS experience is required to fulfil the IDMI function.

3.3.3.2. SCT 2 "Comprehensive Operations Planning" mainly supports the TA's planning activities at the strategic and operational level throughout the relevant phases of the exercise process. This includes

- the development, production, and delivery of all political, military-political information steering and enabling strategic and operational level planning in the respective COPD⁶ formatting,
- the development, production and delivery of complimentary documentation at the strategic level in the respective formatting - as required,
- the analysis, review and - if required – editing of planning products developed by the TA

SCT 2 products are mainly based on the narrative and documentation developed by SCT 1. SCTs 1, 3-5 mainly contribute to this work-

⁶ Comprehensive Operations Planning Directive

package through supporting, content-related sub-products, subject-matter-expertise and by providing functional area specific formatting for the content.

Provider's records of Performance in previous projects shall document knowledge and skills in NATO's planning process. Advanced level of TOPFAS experience is required to fulfil the IDMI function.

- 3.3.3.3. SCT 3 "Military, Joint⁷ Intelligence" mainly supports the publication / dissemination of scenario content through the development, production, and delivery of corresponding information and documentation reflecting NATO's intelligence activities, products and formats on military-strategic and (as required) military-operational level in reflection of the exercise crisis and/or conflict. SCTs 1,2,4,5 contribute to this work-package through supporting, subject-matter-expertise and "raw" data.

Provider's records of Performance in previous projects shall document knowledge and skills in NATO's INTEL process. Advanced level of INTEL-FS experience is required to fulfil the IDMI function.

- 3.3.3.4. SCT 4 "Military Joint⁸ Targeting" mainly supports the publication / dissemination of scenario content through the development, production, and delivery of information and documentation describing / reflecting NATO's targeting activities and products on military-strategic and (as required) military-operational level in reaction to the exercise crisis and/or conflict. The portfolio also includes the transfer of products developed in other SCTs into standard targeting products and formats. SCTs 1,2,3,5 contribute to this work-package through supporting, subject-matter-expertise and "raw" data.

Provider's records of Performance in previous projects have to demonstrate knowledge and skills in NATO's Targeting process. Advanced level of INTEL-FS and JTS experience is required to fulfil the IDMI function.

- 3.3.3.5. SCT 5 "Data, Information, and Knowledge Management" supports the publication / dissemination of scenario content through the systematic management of the specific, project-related knowledge assets from other SCTs for the purpose of optimizing the collection, creation, storage, analysis, dissemination, and refinement of the required knowledge. It consists of initiatives, processes, strategies, and systems sustaining and enhancing the achievement of related requirements as well as the coordination and synchronization of Functional Area Systems (FAS) and corresponding databases used in / by other SCTs.

⁷ Referring to the combination of the air, cyber, land, maritime, space domains

⁸ See footnote 7

The applicants for this position shall have documented experience in the Information and Knowledge Management with a high level of TOPFAS experience (admin). In addition to NATO standardized Functional Area Systems (e.g. TOPFAS, LOGFAS, INTEL FS, JTS), JWC uses internal applications, such as JEMM, JTLS, Blue and Red book repository. The required knowledge and training could be provided during the familiarization phase at JWC.

3.4. Setting and scenario related products and consultation

- 3.4.1. "Products" in the context of this contract include physically tangible objects such as documents, briefings / presentations, databases, maps, etc. In general, they have to be complete, stand-alone, and provide the required depth and scope of information in accordance with the direction and guidance of the project manager / Chief Scenario.
- 3.4.2. "Consultation" is defined as the provision of advice and assistance to JWC (ODE), OSE, and OCE staffs as well as respective training audiences on the respective subject-matter-area of expertise / SCT, throughout all exercises phases. In order to maintain project-wide cohesion and continuity of messaging, the information flow within the consultation portfolio is coordinated by the project manager – Chief Scenario in close coordination with the providers' on-site liaison presence.
- 3.4.3. Products are due as per the project-specific delivery forecast for each product/set of products, unless the COTR or his delegated project manager for a scenario / exercise specific project specifies otherwise. The provider shall provide deliverables on the date due as an electronic file and hard copy draft that will be finalized after client review.
- 3.4.4. The COTR or his delegated project manager for a scenario / exercise specific project may specify alternative formats or copies (e.g. as required through the application of SCT-specific functional area services) in addition to the NATO-accredited, standard Microsoft Office 2010 product suite.
- 3.4.5. The delivery of products includes the timely submission of at least one draft, which JWC will review, accept, or comment on within 10 working days. Following JWC review and comment on the product, the provider shall incorporate JWC input and submit change pages into the final electronic product within 7 working days from the receipt of the comments, unless this timescale is extended by the COTR or his delegated project manager for a scenario / exercise specific project (such as in cases where further consultation is in the HQ's best interest). Due to the complexity of some of the products, a graduated delivery in identified packages might be agreed between the COTR or his delegated project manager and the provider.

- 3.4.6. The Provider shall analyse and identify issues, and formulate and provide courses of action for issue resolution. In performing this contract, the Provider will be required to deliver products into JWC's matrix management structure; although the COTR as Branch Head Scenario is part of the vertical matrix line, the Provider will primarily be developing and delivering products in support of scenario / exercise specific programs and projects, represented by the delegated project manager.
- 3.4.7. The Provider shall be responsive to evolving requirements that may necessitate adjusting the quality control measures. The Contracting Officer's Technical Representative (COTR) and Contracting Officer shall address these changes in a formal review and reach agreement at intervals of not more than six months. All agreed changes will be incorporated by formal contract modification.
- 3.4.8. SDSC contract products shall contribute in part, not fully, to JWC programs. In addition to the contributions made by the SDSC provider and NATO staff, JWC reserves the right to obtain contractual support from sources other than SDSC where to do so is in the best interests of the Alliance. If required and deemed appropriate to provide a satisfactory deliverable, the Provider may be required to collaborate with other providers.
- 3.4.9. The following list provides an overview of anticipated key products that may be ordered within the portfolio of SDSC. Further details, incl. supported/supporting relations between SCTs with regards to the production, compilation, formatting and publication of products will be provided at the bidders conference based on the production plan contained in Annex A:
- 3.4.9.1. SCT 1 "Strategic Setting and Crisis / Conflict Scenario":
- setting-specific TOPFAS database, containing corresponding information on all exercise-relevant, fictitious actors and systems of actors, historical data (events, incidents, documentation, etc.), based on an enhanced CIA-world-fact-book-model;
 - narrative summary of the (geo-) strategic environment, including a description of the roots for the exercise crisis and/or conflict (Geostrategic situation ISO EXSPEC);
 - basic geographic description of the exercise crisis / conflict area;
 - Road to Crisis, creating the circumstances and conditions leading to the exercise crisis and/or conflict;
 - Crisis Response Information Package (CRIP) content development and production⁹;

⁹ Product will be compiled, formatted and disseminated in accordance with applicable INTEL processes and procedures through SCT Military Joint Intelligence

- Crisis Situation(al) Updates (CSU) content development and production;
 - Road to STARTEX development and production;
 - Request for Information Responses (RFI BLUE / GREEN).
- 3.4.9.2. SCT 2 “Comprehensive Operational Planning”:
- Planning related military-politic documentation at NAC / MC level as identified by the current ACO Comprehensive Operations Planning Directive, including supporting correspondence;
 - Planning related military-strategic documentation at SHAPE level as identified by the current ACO Comprehensive Operations Planning Directive, including supporting correspondence;
 - Plans, Orders, Taskers, and (limited) analysis emanating from the military-political and military-strategic level;
 - Forces available for planning in TOPFAS OMT, sufficient to enable the training audience to develop a Combined Joint Statement of Requirements (CJSOR) as part of their Crisis Response Planning;
 - Management of the replicated, abbreviated Force generation Process;
 - Request for Information Responses (RFI BLUE / GREEN).
- 3.4.9.3. SCT 3 “Military, Joint¹⁰ Intelligence”:
- Potential Crisis Warning Indicators (Indicators & Warnings, according with NATO Intel Warning System);
 - Crisis Response Information Package (CRIP) compilation, formatting and dissemination in accordance with applicable INTEL processes and procedures based on content developed and produced through SCT “Strategic Setting and Crisis / Conflict Scenario”;
 - Crisis Situation(al) Updates (CSU) compilation and release;
 - Intel Functional Service Database (Intel FS DB), including the required import files (e.g. Battlespace Objects);
 - Daily Intelligence Update (DIU);
 - Intelligence Summary (INTSUM), Intelligence Report (INTREP), and Supplementary Intelligence Report (SUPINTREP);
 - Threat Assessment(s) (TA);
 - Request for Information Responses (RFI RED);
 - JISR / IMINT and BDA Reports.
- 3.4.9.4. SCT 4 “Military Joint¹¹ Targeting”:

¹⁰ See footnote 7

¹¹ See footnote 7

- Joint Targeting System (JTS) exercise Database (DB), to include dynamic and time sensitive targeting functionalities using FAST;
 - iGeoSIT Military Objects Layer;
 - Intel FS Battlespace Object (BSO) Import File;
 - JTLS Target and DPI Import File;
 - Basic Target Graphics (BTG);
 - Support training audiences in the development of Intermediate and Advanced-level Target Folders;
 - Targeting Intelligence Reports;
 - Requests for Information Responses (Blue and Red RFIs);
 - Targeting-related Strategic Documentation, including SACEUR Targeting Directive and NAC Target Set Approval;
 - BDA Reports;
 - Associated Imagery Products;
 - SACEUR Target Clearance Board Presentations.
- 3.4.9.5. SCT 5 “Data, Information and Knowledge Management”:
- Scenario related database coordination (INTEL FS, TOP/LOGFAS, JTS, Blue and Red books);
 - Management and Control of information flow in direct support of the Project Manager / Chief Scenario and in close coordination with identified FAS-managers;
 - Scenario Web-page /-site design, management, and maintenance;
 - Scenario RFI management and deconfliction;
 - Scenario archiving, change tracking, and recording.

3.5. Functional presence.

During specified stages and phases of the exercise process, JWC supports the operational conduct and execution by providing scenario and subject-matter-expert (SME) related advice to the relevant target audiences and by augmenting the JWC PE staff (e.g. EXCON manning within respective functional areas / SME). In order to enable an immediate, competent, and focused response capability to related, short-notice requirements, the Provider will be required to provide an on-site, functional presence of SCT-specific SMEs / representatives as specified in the Delivery & Production Forecast (Annex A to this Part of the IFIB).

3.6. NATO Security Certification

Generally, most elements of JWC’s settings, scenarios, and exercises as such, including the related products are classified as NATO UNCLASSIFIED, whereas selected elements (e.g. Comprehensive Operational Planning, Targeting) and the respective products may be classified up to NATO

SECRET. In addition, the majority of work at NATO / military installations requires access to NATO Class II security areas as well as to classified CIS systems and hardware. In order to enable providers to operate within and successfully integrate into this working environment, the respective provider's staff and representatives are required to be formally cleared up to (and including) NATO SECRET. While JWC will provide an annually updated security briefing to the provider, it remains a provider's responsibility to ensure employees' awareness of the updates.

3.7. Ordering, Tasking, and Production

3.7.1. JWC Scenario Branch's overarching agenda is primarily driven by a multi-year projected program of work, reflecting parameters and direction from various sources, such as ACT's scenario development plan, SAGE, MTEP, as well as the ensuing exercise-specific project plans. Thus, while most aspects of the annual program may be forecasted with a good degree of certainty, some parts of a program will naturally evolve in increments as previously unknown factors materialize. This aspect of change is an enduring characteristic of JWC's operating environment which must be accounted for in the design and operation of the SDSC Contract for any project within the overall program. Deliverables will therefore fall into two groups as follows:

3.7.1.1. Forecasted Deliverables.

3.7.1.1.1. Deliverables that address requirements known to JWC are referred to as "Products" and – as applicable – summarized in a project-specific production forecast, which covers single or sets of multiple deliverables. This forecast is a reflection of ACT's and JWC's Program of Work. Whilst this contract is covering a multi-year projection, these projections are "living documents", subject to change over time. Thus, forecasted delivery dates are calculated based on processes and best practices related to NATO's exercise planning and subject to change.

3.7.1.1.2. Annex A provides an overview Production Plan and Timeline, as well as a detailed list of Products and Consultation, required to accomplish the task. The Annexes include time information to the best resolution available for the support to STJU21 and the initial phases of STJU22. Updated timelines will be presented, as information becomes available, during the project meetings and included in the option year documentation. For resource planning purposes, a similar workload, functional presence and commitments described with regards to STJU21 should be assumed for the support to STJU22 and 23.

3.7.1.1.3. In order to enable providers to react quickly to any change, especially in the mid- and long-term planning, the production forecast

will be reviewed and updated monthly, in synchronization with JWCs program management battle rhythm.

3.7.1.2. On-call Deliverables.

Additional deliverables that address emergent requirements, which could not or only insufficiently be predicted in the initial delivery forecast are referred to as “On-call Deliverables.” They include as well the editing of products that have already been delivered and approved, necessitated by unforeseen changes in project parameters. Surge tasks, by their very nature, will be in response to unforeseen circumstances. The surge capability requirement is included in order for JWC to have a contract vehicle in place should emerging circumstances require a temporary increase in Provider’s support.

Changes to the production schedule (timelines for tasking and delivery of drafts and final products release) are not to be treated as on-call deliverables.