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FRANCE



CONTRACT

**EXERCISE PLANNING, EXECUTION AND PRODUCT DEVELOPMENT
FOR COMMON TENACITY 26**

PART III TECHNICAL SPECIFICATION

**TECHNICAL REQUIREMENTS FOR THE PROVISION OF EXERCISE
SUPPORT SERVICE FOR COMMON TENACITY 26 (CT26)**

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1. INTRODUCTION

This document outlines Headquarters Eurocorps' (HQ EC) Support Provider requirements for the planning and execution (BST and CPX) of the exercise COMMON TENACITY 26 (CT26) which will be preceded by a Crisis Response Planning phase and Comprehensive Understanding of the Operational Environment (CRP and CUOE).

a. CRP

CRP will be conducted from 14 SEP 2026 – 25 SEP in the JFTC, BYDGOSZCZ, POLAND. CRP and will be preceded by CUOE and followed by several events like Operational Plan (OPLAN) and Joint Coordination Order Development (JCO).

Key events and timelines

(1) CUOE	29 JUN – 10 JUL 2026
(2) CRP	14 SEP – 25 SEP 2026
(3) OPLAN development	28 SEP – 02 OCT 2026
(4) JCO	26 OCT – 06 NOV 2026

b. Execution Phase (BST, CPX)

CT26 is an operational level CPX that will train HQ EC in planning and executing non-Article 5 Multi-Domain Operations against Terror Groups (TG) creating conditions of instability and insecurity in the West Africa region. Execution dates: 10 January – 20 January 2027.

CT26 will consist of Command Post Exercise (CPX), during the period: 14 – 20 JAN preceded by a Battle Staff Training (BST) during the period: 10 – 13 JAN 2027, HQ EC will act as the Primary Training Audience (PTA).

- (1) BST is scheduled for the first half of January 2026 (4-days duration) and will be conducted in the vicinity of STRASBOURG, FRANCE.
- (2) CPX is scheduled for the second half of January 2026 (7-days duration) conducted in the vicinity of STRASBOURG, FRANCE.

c. Operational Environment Information

(1) Starting Point

- The exercise CT26 is the first step to prepare HQ EC for a successful evaluation as NATO Joint Task Force Headquarters (JTF HQ) at STEADFAST DAGGER 27 (STDA27).

- CT26 will serve as training for the Multi Domain Operation (MDO) as JTF HQ. It will be the internal exercise to train the personal and this task as a JTF HQ in an MDO.

(2) CT26 Aim

The aim of CT26 is to train HQ EC in planning for a “restore” type of Mission.

(3) Exercise Objectives (EOs)

In accordance with the Exercise Specifications (EXSPEC) for CT 26, the general/compressed exercise objectives for CT 26 are as follows:

- prepare EC HQ internally for the STDA27 Exercise (therefore, CT26 will mimic the STEADFAST Exercise Series).
- train EC HQ Command and Control (C2) structure in planning for an restore type of Mission in the Gulf of Guinea region. Train the execution of counter TG mission.
- Contribute to maintain EC HQ expeditionary capabilities.

Detailed exercise objectives will be provided to Support Provider at a later date.

(4) Desired End State

After the execution of CT26 exercise series, HQ EC is ready to apply staff routines, procedures and processes in compliance with the requirements and criteria listed in AFS Vol. V and AFS Vol IX in preparation for the NATO evaluation exercise in 2027. Shortfalls have been identified and mitigation measures have been proposed.

EC has practiced and matured its staff routines, procedures and processes in order to meet the expectations of EC personal to operate in a JTF HQ in an MDO and consequently to be ready for a successful evaluation as JTF HQ at STDA27 as JTF HQ.

d. Scenario Setting

CT26 will use the JWC developed 360° Multi-Domain Setting (360° MDS), based on the real world with fictitious elements, and an exercise-tailored scenario. The CT26 scenario will accommodate the following parameters:

- (1) A restore type mission in a non-article 5 crisis response operation in.
- (2) Operational challenges posed in West African Region mainly by a TG.

- (3) Execution phase of the Restore Mission against a TG at approximately D+X (STARTEX date TBD).
- (4) Permissive environment to allow close cooperation with Partners, NGOs/IOs/GOs, Host Nations (HN) to exercise “Train as you fight”.

2. CONTRACT REQUIREMENTS

a. Summary of tasks

The selected support provider is required to assist the EC HQ in the following areas:

- (1) Exercise Planning and Execution (including MEL/MIL process supported by Main Event Managers (MEMs), Subject Matter Experts (SMEs) and Project Manager (PM)).
- (2) Development of exercise-related products
(for example: scenario adjustment, Strategic documents, RFI)
- (3) Development of two Crisis Situational Updates (CSU's).
- (4) Media Simulation Support.
- (5) Key Leaders Engagement (KLE) training support.
- (6) Military Public Affairs replication.
- (7) Implementation and management of media-related simulations during the exercises.
- (8) Provide Response Cells (RC) and Grey Cell (GYC)
- (9) Civil-military interaction (CMI)

The contracted support provider will play a crucial role in the planning and execution processes for the following activities: CUOE, Crisis Response Planning (CRP), Battle Staff Training (BST), and Command Post Exercises (CPX).

To ensure an effective delivery, the provider is expected to facilitate the participation of Subject Matter Experts (SMEs) and Project Manager (PM) during the COUE and CRP phase, particularly with respect to scenario Requests for Information (RFIs). Adjustments to the exercise scenario may be required, aligning with established guidelines to ensure suitability for participants.

The duties include:

- (1) Develop, modify, and sustain scenario material across multiple domains, ensuring coherence and doctrinal alignment.
- (2) Develop Strategic documents needed for exercise preparation
(for example: Strategic Planning Directive (SPD))

- (3) Build and maintain scenario databases within authorized NATO Functional Services (FS) environments.
- (4) Participate as Exercise Control (EXCON) personnel during exercise execution, supporting inject delivery, response management, and situational updates.
- (5) Assist in developing operational themes and dilemmas to be exercised by NATO headquarters.
- (6) Participate in exercise planning meetings, workshops, conferences, and working groups as required
- (7) Adjusting scenarios for two Crisis Situational Updates (CSUs) and managing the Start Exercise (STARTEX) conditions, with detailed descriptions of required tasks.
- (8) Additionally, the support provider is responsible for making necessary adjustments to the scenarios to ensure they meet the required standards. The first Crisis Situational Update (CSU-1) must be submitted before the CRP on September 2026.
- (9) The Support Provider to provide STARTEX situation, STARTEX VIDEO included short summary of what happened in AOR (PMESII domain) and actual forces positions.
- (10) Deliver CSU-2 with the latest scenario update after MEL/MIL SC WS.
- (11) To provide answers to RFIs, starting with CUOE phase.

Detailed Tasks:

- (1) To attend Main Planning Conference (MPC) in STRASBOURG, FRA, 24 JUN 2026 (1 PM and 1 Media team Rep).
- (2) To attend Comprehensive Understanding of the Operational Environment (CUOE) in STRASBOURG, FRA, 29 JUN – 10 JUL 2026 (1 PM).
- (3) To develop CSU nr 1 including scenario adjustments to exercise start date and Strategic Documents development (SPD) to enable to start CRP (before CRP).
- (4) To attend CRP in BYDGOSZCZ, POL, 14 SEP – 25 SEP 2026
Required personnel: (1) PM + (at least 3) SME's to enable to conduct RFI process (scenario adjustments) and to interact with the JOPG in its planning, both as a higher echelon and as subordinate echelons.
- (5) To attend OPLAN development in Strasbourg, FRA, 28 SEP – 02 OCT 2026 and to interact with the JOPG in its OPLAN development, both as a higher echelon and as subordinate echelons.
(1) PM + (at least 3) SME's
- (6) To attend MEL/MIL STRATEGY WS (STR WS), STRASBOURG, FRA. 10-13 NOV 2026.

Required personnel: (1) PM.

- (7) To attend the MEL/MIL Incident Development Workshop at HQ EC in STRASBOURG from 16-20 NOV 2026 to extract from the storylines the main events and incidents supporting the training objectives of the training audience, ensuring they align with the operational joint-level focus and are coordinated with other stakeholders.

Required personnel: (1) PM + (5) MEM's, + (at least 3 SMEs as GYC) + (at least 3 SMEs as RC): LOCON/HICON + Media personnel (at least 2).

- (8) To attend MEL/MIL Scripting Workshop at HQ EC in STRASBOURG (23 NOV – 04 DEC). To script incidents according to guidance provided by ECHQ. Incidents must align with the operational joint-level focus, and be scripted to maximum intent. The intent for each incident must be recorded in JEMM.

Required personnel: (1) PM + (5) MEMs, + (at least 3 SMEs as GYC) + (at least 3 SMEs as RC): LOCON/HICON + Media personnel (at least 2).

- (9) To attend CT26 EXERCISE in the vicinity of Strasbourg 10-20.01.2027 (BST 10 – 13 JAN 2027, CPX 14 – 20 JAN 2027)

Required personnel: (1) PM + (at least 5) MEMs + (at least 3 SMEs as GYC) + (at least 3 SMEs as RC): LOCON/HICON + Media personnel (at least 3).

- (10) To produce a STARTEX News Bulletin (approx. 5-7 minutes) to brief exercise participants on the scenario at STARTEX.

- (11) To ensure manning of Response Cells during all exercise planning and execution events. To play the roles of the C2 structure HI and LOCON elements (LOCON: LCC, MCC, SOCC, ACC, JLSG; HICON: SHAPE) and OPFOR.

- (12) To ensure manning of Grey Cells to replicate all non-military partners, organizations, as well as political and strategic processes.

- (13) To design, develop, and produce scenario products supporting operational and tactical planning processes across all exercise phases.

- (14) To draft strategic and operational planning documents aligned with evolving scenario narratives and political-military guidance.

- (15) To integrate environmental, infrastructure, and geopolitical considerations into planning tools and scenario materials.

- (16) To develop, modify, and sustain scenario material across multiple domains, ensuring coherence and doctrinal alignment.

- (17) To build and maintain scenario databases within authorized NATO Functional Services (FS) environments.
- (18) To participate as Exercise Control (EXCON) personnel during exercise execution, supporting inject delivery, response management, and situational updates.
- (19) To support MEL/MIL development focusing on operational dilemmas
- (20) To assist in developing operational themes and dilemmas to be exercised by JHQ EC.
- (21) To collaborate with military and civilian SME within the Exercise Planning Team to ensure consistency and cross-domain integration.
- (22) To draft responses to RFIs related to operational planning or environment.
- (23) To provide a secure website replicating real-world media (print, online) and social media during the scripting and execution phases. The website must be accessible to all members of the training audience with an internet connection and valid login credentials. Users must be able to create and use exercise social media accounts for training purposes during the exercise.
- (24) To Review and complete storyboards, finish synchronization of events/incidents, populate JEMM database and define/refine STARTEX situation for CT26 as well as collect all scenario missing information for CSU – 1. Deliver CSU-2 with the latest scenario update after MEL/MIL SC WS.
- (25) Additionally, the Support Provider will provide scenario and Strategic documents support: Crisis Situation Update (CSU-1) update before CRP and Crisis Situation Update (CSU-2) one (1) week after MEL/MIL SC WS.

b. Provider requirements

The provider must meet following technical criteria:

- 1) Demonstrated experience in the design and delivery of CPX, encompassing the strategic, joint operational, and tactical echelons, within the past 24 months.
- 2) Demonstrated experience with the NATO decision-making process, campaign synchronization, and battle rhythm activities from the strategic down to the tactical level.
- 3) Demonstrated experience working within NATO JTF HQ in support of military exercises.

- 4) Demonstrated knowledge, and if possible, experience in Multi-Domain Operations (MDO).
- 5) The capability to integrate data and documentation into relevant systems (i.e. JEMM).
- 6) Demonstrated experience in the design and delivery of media simulation and training for CPX, within the past 24 months.
- 7) Experience in Civil-military interaction (local authorities, NGOs, GOs, IOs)

c. Personnel requirements

The provider shall appoint one candidate for each of the following positions and provide a short professional bio/resume:

- (1) One Project Manager (PM), responsible for the overall MEL/MIL scenario package development. The PM will oversee the preparation, synchronization, and development of the situational environment, bringing expertise from experience in NATO military operation. The PM will act as the deputy to the HQ EC MEL/MIL Chief and will be responsible for supervising Event Managers (EM) and documenting MEL/MIL play throughout the execution of CT26.
- (2) At least five (5) Main Event Managers (MEM) experienced in MEL/MIL production, who will cover the following areas:
 - Political-Strategic level;
 - Multi-Domain Operations (MDO);
 - Operational level;
 - Tactical level;
 - Logistics and Sustainment;
 - CMI/CIMIC (Including interactions with Contributing Nations [CNs], HN, GOs/IOs/NGOs);
 - Cyber
 - Info/Ops
 - STRATCOM
 - PSYOPS
 - Intel

The MEMs are expected to develop and synchronize cross-functional Events/Sub-events within the specified areas under the guidance of the PM and the MEL/MIL Staff Officer. They will also be responsible for

managing related Incidents and injects during the execution phase of CT26, including conducting on-scene scripting when necessary.

Main Event Managers (MEM) cannot be involved in tasks other than those resulting from their role as MEM.

(3) The MEDIA Team composed of one Leader (1) and at least two people (2) to execute the following tasks and fulfill the roles specified below:

- Media/TV Presenting: This area encompasses presentation skills, engaging with the audience, and delivering content on-air in a compelling manner.
- Scenario Development: The Simulation Team Leader/Subject Matter Expert/TV Journalist will focus on creating and refining the overall media scenario package to ensure that it meets operational requirements and objectives.
- Media Environment Management: Responsibilities include preparation, synchronization, and development of the media environment, as well as overseeing media play during the event at CT26 (social media).
- News Reporting: The role of the TV Reporter will involve gathering and presenting news content for the News Bulletin during STARTEX, ensuring accuracy and relevance.
- Production: The Camera Operator/Editor will be tasked with capturing footage and producing the News Bulletin for STARTEX, ensuring high production quality.
- Media Incident Creation: Multimedia Specialists will focus on scripting and creating engaging media incidents to enhance the overall media experience (MEL/MIL development).

The support provider is authorized to structure the media team such that certain members may assume multiple roles within the team, provided that the quality of task execution remains consistently high.

(4) The Response Cell Team will be composed of at least six people (6) to execute the following tasks and fulfill the roles specified below:

Response Cell composition:

- **HICON**: to act as SHAPE
- **GYC**: to act as: GO's, NGO's, IO's, Local Forces, Local Authorities
- **LOCON**: to act as: LCC, MCC, SOCC, ACC, JLSG, PSYOPS, CI
- **OPFOR**: to act as opposing forces

Response Cell tasks:

- To portray the external elements for the JTF HQ.
- To provide reports (e.g. intelligence reports, Air Tasking Order - ATO).
- To simulate the proper information workflow between TA and subordinated units and superior element.

The support provider is authorized to structure the Response Cell Team such that certain members may assume multiple roles within the team, provided that the quality of task execution remains consistently high.

d. Personnel profiles

General requirements for personal profiles:

- Has experience in NATO information activities, preferably at all levels.
- Is fluent in English (comparable to NATO SLP 3333 or minimum Level C1 according to the Council of Europe's Common European Framework of Reference).
- Holds a valid NATO Secret Security Clearance (essential prerequisite for all persons involved).
- (Desirable) Has been deployed on or NATO-led mission.

(1) Project Manager:

- Has a military background as Staff Officer (or senior-level civilian equivalent) at the operational and highest tactical levels.
- Has experience in working within EXCON in an NATO Joint Operational and high-level exercise in the past 24 months.
- Has experience in a JEMM-based MEL/MIL development process for an NATO Joint Operational-level exercise in the past 24 months.
- (Desirable) Has experience working with commonly used tools (i.e. functional services such as TOPFAS, LOGFAS, Sitaware HQ) in an NATO Joint Operational and high-level exercise in the past 24 months.
- Preferably, has experience in the preparation and execution of the NATO exercise series.

(2) Event Managers:

- Have a military background as Staff Officer (or senior-level civilian equivalent) at the operational or highest tactical levels within respective area of expertise.
- Have experience working within EXCON in NATO Joint Operational and high-level exercise in the past 24 months.

- Have experience in a JEMM-based MEL/MIL development process for an EU or NATO Joint Operational level exercise in the past 24 months.
- (Desirable) Have experience working with the commonly used tools relevant to the respective event (i.e. functional services like TOPFAS, LOGFAS, Sitaware HQ) in an EU or NATO Joint Operational and high-level exercise in the past 24 months.
- Preferably, have experience in the preparation and execution of the NATO exercise series.
- Preferably, have experience in NATO Orders and Plans preparation processes (e.g. Joint Coordination Orders, NATO battle rhythm, Operation Orders, Fragmentary Orders) at the Joint Operational and Land Component Command level.
- Preferably have experience in NATO Joint Logistics or Land Logistics processes (e.g. LOG Orders, RSOMI Plan, etc.) and capabilities.
- Preferably have experience in supporting the development of Civil-Military Interactions, preferably across all levels and domains (HN GOs, NGOs, IOs, police, etc.).
- Preferably have experience in NATO information activities, preferably at all levels.

(3) Media Team Leader/SME

- Has experience in a JEMM-based MEL/MIL development process for an NATO Joint Operational-level exercise in the past 24 months.
- Has experience in supporting the development of Civil-Military Interactions, preferably across all levels and domains (HN GOs, NGOs, police, etc.).

(4) Multimedia specialists

- Have experience in supporting the development of Civil-Military Interactions, preferably across all levels and domains (HN GOs, NGOs, police, etc.).
- Previous experience SIMPRESS Media Simulation Team working within NATO.

(5) Response Cell Team

- Has experience in a JEMM-based MEL/MIL development process for a NATO Joint Operational-level exercise in the past 36 months.
- Preferably, have experience working as military personnel in NATO HQ.
- Have experience in the preparation and execution of the NATO exercises.

2. FURTHER FRAMEWORK INSTRUCTIONS

a. Coordination

Coordination between the provider and HQ EC with regard to the MEL/MIL development, planning process, media support will be done exclusively through the designated HQ EC officers.

b. Personnel replacement

If the provider must replace any personnel after the contract has been awarded, prior approval from HQ EC must be obtained before the replacement is implemented.

c. Access to scenario documents

HQ EC will provide the scenario documents to support provider.

d. Restrictions/classification

- (1) All deliverables related to or produced for CT26 are for official use only. HQ EC retains full rights to reuse these materials on future occasions.
- (2) All deliverables must be delivered in both PDF and Microsoft Office formats (e.g., Word, PowerPoint), using the templates provided by the HQ EC MEL/MIL Staff Officer.
- (3) All uncut and edited video materials must be provided in RAW format, with final products also provided in MP4 format to G10.

e. Points of contact in HQ EC

HQ EC G7 MEL/MIL SO:
OF-4 (POL A) SŁUGOCKI, Wojciech
Tel: 00 33 3 88 43 30 65
SLUGOCKI.W@eurocorps.org (unclass)

Alternate:
HQ EC G7 CAX SO:
OF-3 (DEU-A) URBAN Conrad
Tel: 00 33 3 88 43 21 63
urban.c@eurocorps.org (unclass)
HQ EC G7 Functional Mailbox:

G7@eurocorps.org (unclass)

f. Timelines

Main planned events of the COMMON TENACITY 26 preparation process and execution, as well as required company's personnel presence and participation (in particular locations) are as follows:

Planning Phase:

- (1) **MPC** in STRASBOURG, FRA, 24 JUN 2026.
Required personnel: (1 PM ana 1 Media team Rep).
- (2) **CUOE** in STRASBOURG, FRA, 29 JUN – 10 JUL 2026.
Required personnel: (1 PM).
- (3) **CRP** in JFTC, BYDGOSZCZ, POL, 14 SEP – 25 SEP 2026
Required personnel: (1) PM + (at least 3) SME's.
- (4) **OPLAN** Development in Strasbourg, FRA, 28 SEP – 02 OCT 2026
Required personnel: (1) PM + (at least 3) SME's.
- (5) **MEL/MIL STRATEGY** WS (STR WS), STRASBOURG, FRA. 10-13 NOV 2026.
Required personnel: (1) PM.
- (6) **MEL/MIL INCIDENT DEVELOPMENT** WS (ID WS), STRASBOURG, FRA 16-20 NOV 2026.
Required personnel: (1) PM + (5) MEM's + at least (6) SMEs as RC (LOCON / HICON, GYC) + Media personnel (at least 2)
- (7) **MEL/MIL SCRIPTING** WS (SC WS), STRASBOURG, FRA
Required personnel: (1) PM + (5) MEM's + at least (6) SMEs as RC (LOCON, HICON, GYC) + Media personnel (at least 2)
30 NOV-11 DEC 2026.

Execution Phase:

- (1) **CT26 EXERCISE** in the vicinity of Strasbourg 10-20.01.2027 (BST 10 – 13 JAN 2027, CPX 14 – 20 JAN 2027)
Required personnel: (1) PM + (at least 5) MEM's + at least (6) SMEs as all RCs (LOCON, HICON, GYC, etc.) + Media personnel (at least 3).