RFI-ACT-SACT-22-13

Headquarters Supreme Allied Commander Transformation
Norfolk, Virginia

REQUEST FOR INFORMATION
RFI-ACT-SACT-22-13

This document contains a Request for Information (RFI) Call for Nations, Industry and Academia input to provide elements of NATO's

**Education, Training, Exercises and Evaluation (ETEE)
Functional Services (FS) Capability**

Those wishing to respond to this RFI should read this document carefully and in its entirety, and follow the guidance provided.

This RFI is open to NATO Nations, Industry and Academia that originate or are chartered/incorporated within NATO Nations.

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HQ Supreme Allied Commander Transformation RFI 22-xx General Information	
Request For Information No.	22-13
Project Title	Request for Nations, Industry and Academia input to provide elements of NATO's Education, Training, Exercises and Evaluation (ETEE) Functional Services (FS) Capability
Due date for questions concerning requested information	04 FEB 2022
Due date for submission of requested information	04 MAR 2022
Contracting Office Address	NATO, HQ Supreme Allied Commander Transformation (SACT) Purchasing & Contracting Suite 100 7857 Blandy Rd, Norfolk, VA, 23511-2490
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1 INTRODUCTION

1.1 **Summary** Headquarters Supreme Allied Commander Transformation (HQ SACT) is issuing this Request for Information (RFI) in order to engage with Nations, Industry and

Academia. The intention is to discover that which is immediately available, the art-of-the-possible and state-of-the-art with respect to systems, products or services in the area of Education, Training, Exercises and Evaluation (ETEE) Functional Services (FS), in order to support NATO Governance decision-making on Common Funded Capability Development.

1.2.   This in an RFI **ONLY**. This RFI **DOES NOT** constitute a current Request for Proposal (RFP) nor a commitment to issue a future RFP. HQ SACT is not seeking proposals at this time; therefore, HQ SACT will not accept unsolicited proposals in respect to this RFI.

1.3.   The purpose of this RFI is to involve Nations, Industry and Academia, through collaboration, in an examination of current and future capabilities related to ETEE FS, with a focus on systems, products or services. The future capabilities will be either Nation-owned or commercially available (procured by a Nation as Host Nation, or by a NATO Agency). HQ SACT has not made a commitment to procure any of the systems, products or services described herein, and release of this RFI shall not be construed as such a commitment, nor as authorization to incur cost for which reimbursement will be required or sought. Further, respondents are advised that HQ SACT will not pay for any information or administrative costs incurred in responding to this RFI. The costs for responding to this RFI shall be borne solely by the responding party. Not responding to this RFI does not preclude participation in any subsequent RFP, if issued in the future.

2   GENERAL BACKGROUND

2.1   HQ SACT Framework for Collaborative Interaction (FFCI)

2.1.1   HQ SACT has implemented an FFCI to increase opportunities for Nations, Industry and Academia to contribute to HQ SACT capability development efforts through collaborative work. Such collaboration enables HQ SACT, and NATO as a whole, to benefit from Nations/Industry/Academia models, advice, capabilities and experience in the course of this work. In addition to the benefits HQ SACT gains from such projects, this collaborative effort will provide Nations/Industry/Academia with an improved understanding of NATO's capability requirements and the associated issues and development challenges that need to be addressed by HQ SACT. Potential collaborative projects are on specific topics that are of mutual interest to all parties but shall be restricted to collaborations in non-procurement areas. Several mechanisms have been developed to support the initiation of collaborative projects between Nations/Industry/Academia and HQ SACT ranging from informal information exchanges, workshops, studies or more extensive collaboration on research and experimentation.

2.1.2   Depending on the level and type of interaction needed for a collaborative project, a specific agreement may be needed between parties. The FFCI agreement for any specific project, if required by either party for the project to proceed, will range from "Non-disclosure Agreements" (NDA) for projects involving exchange of specific information to more extensive "Declaration of Mutual Collaboration" (DOMC) to address intellectual property and other issues.

2.1.3   More extensive information on the HQ SACT FFCI initiative can be found on the ACT website being developed to support FFCI projects at http://www.act.nato.int/ffci.

2.1.4 Note that respondents of this RFI are not required to initiate an FFCI agreement in order to respond to this RFI.

2.2 The Common Funded Capability Delivery Governance Model (CFCDGM)

2.2.1 The common funded capability delivery governance model aims to speed the delivery of capabilities required by NATO commanders and the NATO Enterprise. It consists of six life cycle stage, four NATO Governance level decision points, or Gates, and two optional decision Gates.

2.2.2 At the first decision Gate, the Military Committee (MC) approves the Operational Requirements (ORs) and determines whether or not the submission of a Capability Requirements Brief (CRB) is required at the first optional decision Gate. Factors that may lead the MC to require governance approval of this product include anticipated capability type, the expected level of complexity and/or likely existence of more than one viable alternative for filling the OR.

2.2.3   A CRB is developed to identify the specific Capability Requirements (CRs), to identify potential courses of action (COAs) and to examine and confirm the COAs that are best suited to deliver the Capability within scope, cost and schedule. It should be noted that the potential COAs identified may be a combination of systems, products or services from multiple Nations, Industry and/or Academic sources.

2.2.4 With respect to potential COAs, the CRB is intended to determine their viability to address the approved ORs, including consideration of the possibility of "Adopt"-ing (an existing solution already in-service by Nations, Industry and Academia), "Buy"-ing (acquiring a solution from industry), or "Create"-ing (developing a solution bespoke to NATO). In the case of Buy or Create, solutions could either be delivered through a NATO agency or a Nation being the Host Nation. The viability of a COA is assessed according to its operational effectiveness, affordability, and risk(s) (including technical maturity).

2.2.5 To apply due diligence in discovering COAs in support of the CRB, an RFI is necessary to 'test the market' and determine relevant systems, products or services that may exist or could be created within Nations, Industry or Academia (as part of the consideration of "Adopt, "Buy or Create"). This request intends to identify prospective systems, products or services for which the team may need to conduct additional in-depth discussions. This is not a formal request for submissions as part of a procurement; but rather a general request intended to determine whether any possible systems, products or services exist that should be considered as a potential COA during the development of the CRB.

3 PROGRAMME DESCRIPTION

3.1 Aim

3.1.1 The Programme's aim is to provide NATO with an effective and coherent ETEE FS to ensure the optimisation and efficacy of NATO ETEE.

3.2 Effects and Benefits

3.2.1 NATO's ETEE FS capability will be employed in support of current and future NATO ETEE requirements. The desired effects and expected benefits are identified as:

- **Desired Effects:**

  − Ensured support for SACEUR's current and future training and exercise requirements;

  − Capacity and flexibility to support current and future training and exercise planning, development and execution; and

  − Increased coherence between ETEE FS supporting Programme Management and training and exercise planning, execution, evaluation and lessons learned stakeholders to deliver common visualisation and to enable more efficient exchange and exploitation of information and data.

- **Expected Benefits:**

  − Improved training, exercise, and evaluation of units' interoperability and standardization in accordance with ACO Force Standards (AFS);

  − Improved exploitation of NATO Education and Training Facilities (NETFs) [1], NATO-accredited Centres of Excellence (COEs) and NATO-recognized Partner Training and Education Centres (PTECs);

  − Increased contribution to readiness of the NATO Command Structure (NCS) and NATO Force Structure (NFS); and

  − Improved support to NATO defence and deterrence postures.

3.3 **Background**

3.3.1 NATO ETEE FS enable the Alliance to conduct the full range of NATO ETEE activities and events to enable and support the NATO ETEE roles and responsibilities and to, ultimately, improve Alliance readiness and operational effectiveness.

3.3.2 NATO ETEE FS have largely been unmanaged since 2015 when the MC concluded that the specific project to provide ETEE FS was no longer valid, noting that future ETEE FS-related requirements would be addressed in a future Capability Programme Plan (CPP).

3.3.3 This RFI is focused on the Operational Requirements identified for ETEE FS and consist of the following FS areas:

Serial	Functional Service Area	Details
1	General Management of ETEE	Annex A
2	Management of Education and Individual Training (E&IT)	Annex B
3	Management of Collective Training & Exercises (CT&E)	Annex C
4	Management of Evaluations	Annex D

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[1] NCS NETFs include the Joint Warfare Centre (JWC), the Joint Force Training Centre (JFTC) and the Joint Analysis and Lessons Learned Centre (JALLC). The NATO Defense College (NDC) is an NETF that reports directly to the Military Committee. Non-NCS NETFs include the NATO School Oberammergau (NS[O]), NATO Communications and Information (NCI) Academy, the NATO Special Operations School (NSOS) and the NATO Maritime Interdiction Operational Centre (NMIOTC).

3.4 **Current State.** NATO ETEE FS currently consist of a number of disparate, stand-alone and stove piped systems and prototypes across the various areas of ETEE (i.e., Education and Individual Training (E&IT), Collective Training & Exercises (CT&E) and Evaluations).

3.5 **Desired End State.** NATO ETEE FS should provide:

- Collaborative working environments for use by planners, developers, managers and participants from static, remote and/or deployed locations.

- Information, document and data storage for use by the appropriate planning, development and management stakeholders.

- Interoperability amongst all aspects of ETEE FS.

- Interoperability amongst HQ SACT, SHAPE, NETFs, NATO-accredited COEs, NATO-recognized PTECs, the NCS and NFS, Nations and Partners.

- Interoperability with:

    – Current and Next Generation Modelling and Simulation (M&S) tools and services,

    – Current and future Cyber Situational Awareness Capabilities,

    – Current and future operational and logistical planning and management tools and services,

    – Future Assisted Decision Making (ADM) Capability, and

    – Current NATO Lessons Learned (LL) Portal (NLLP) and future LL Toolset to be developed under the Information Management for Capability Delivery (IMCD) Programme.

4   REQUESTED INFORMATION

4.1 **For Nations:**

a. What system(s), product(s) or service(s) (hereafter referred to as "national capability" in this section only) does your Nation currently employ that you feel would fulfil all or part of the identified Key Performance Parameters (KPPs) in Annexes A through D?

1) Please provide a brief overview of the capabilities, limitations and architectures of your national capability. Is your national capability adaptable to business processes within different organisations?

2) Please provide a brief overview of the operational requirements for your national capability (i.e., system requirements, licenses, etc.).

3) What is the maturity of your national capability? What is the expected lifespan?

4) Please describe how your national capability has been or could be used in NATO and/or multi-national ETEE environments.

5) Please use the tables provided in the applicable Annex(es) to describe the level of support your national capability could provide (e.g., Full, Partial or None).

6) Please provide any additional or amplifying information you feel is relevant or will contribute to our analysis (e.g., explanation of any partial fulfilment, additional plug-ins that may be available to fulfil the KPPs, clarification as to whether or not your national capability can fulfil the KPPs now or could be modified to do so, etc.).

b. Would your Nation be able and willing to take the responsibility of a Host Nation on behalf of NATO and provide your national capability as a turnkey solution for NATO, delivered, managed and maintained by yourselves? If yes, please briefly explain your process and organisational framework, as well as any special procedures, licenses, support arrangements, etc. that would be required.

c. What would you estimate the timeframe (in terms of months or years) for implementation and sustainment of your national capability for NATO (assuming full implementation)? Please take into account technology refresh cycles for the expected lifespan of this capability. Range estimates are acceptable.

d. If possible, please provide a Rough Order of Magnitude (ROM) for the cost associated with the implementation and sustainment, to include licensing costs, of your national capability (assuming full implementation). Please take into account technology refresh cycles for the expected lifespan of this capability. Range estimates are acceptable.

e. Please confirm that you are open to further engagement about your national capability, and please provide a nominated point of contact.

4.2 **For Industry/Academia:**

a. What system(s), product(s) or service(s) does your company/institution currently offer that you feel would fulfil all or part of the identified Key Performance Parameters (KPPs) in Annexes A through D?

1) Is your system(s), product(s) or service(s) included in the NATO Information Assurance Product Catalogue (NIAPC)? If so, please provide the specific product name, category and/or security mechanism group.

2) Please provide a brief overview of the capabilities, limitations and architectures of your system(s), product(s) or service(s). Is your system(s), product(s) or service(s) adaptable to differing business processes?

3) Please provide a brief overview of the operational requirements for your system(s), product(s) or service(s) (i.e., system requirements, licenses, etc.).

4) What is the maturity of your system(s), product(s) or service(s)? What is the expected lifespan?

5) Please describe how your system(s), product(s) or service(s) could be used in NATO and/or multi-national ETEE environments.

6) Please use the tables provided in the applicable Annex(es) to describe the

level of support your system(s), product(s) or service(s) could provide (e.g., Full, Partial or None).

7) Please provide any additional or amplifying information you feel is relevant or will contribute to our analysis (e.g., explanation of any partial fulfilment, additional plug-ins that may be available to fulfil the KPPs, clarification as to whether or not your system(s), product(s) or service(s) can fulfil the KPP now or could be modified to do so, etc.).

b. If your company/institution does not currently offer a system(s), product(s) or service(s) that you feel would fulfil all or part of the identified (KPPs in Annexes A through D, could your company/institution develop a system(s), product(s) or service(s) that would fulfil the KPPs?

c. Would your company/institution be able and willing to provide your system(s), product(s) or service(s) (current or developed) as a turnkey solution for NATO, delivered, managed and maintained by yourselves? If yes, please briefly explain your process and organisational framework, as well as any special procedures, licenses, support arrangements, etc. that would be required.

d. What would you estimate the timeframe (in terms of months or years) for:

1) Implementation and sustainment of your system(s), product(s) or service(s) for NATO (assuming full implementation), or

2) Development and sustainment of a system(s), product(s) or service(s) for NATO?

Please take into account technology refresh cycles for the expected lifespan of this capability. Range estimates are acceptable.

e. If possible, please provide a Rough Order of Magnitude (ROM) for the cost associated with:

1) Implementation and sustainment, to include licensing costs, of your system(s), product(s) or service(s) (assuming full implementation), or

2) Development and sustainment of a system(s), product(s) or service(s).

Please take into account technology refresh cycles for the expected lifespan of this capability. Range estimates are acceptable.

f. Please confirm that you are open to further engagement about your system(s), product(s) or service(s) (current or developed), and please provide a nominated point of contact.

4.3 **Eligibility to Respond.** Only NATO Nations, Industry and Academia that originate or are chartered/incorporated within NATO Nations are eligible to respond to this RFI. Companies from Partner Nations who want to participate should partner with a primary company headquartered within a NATO Nation.

4.4 **Responses to the RFI.** The response(s) to this RFI may be submitted by e-mail to the Technical Points of Contact listed above.

4.5   **Response Date.** Responses to this RFI must be received by 7:00 a.m. EST on 05 MAR 2022.

NOTE TO RESPONDENTS

In the interest of time and in order to maximise the number of responses to this RFI, the information to be provided should not be extremely complicated, overly detailed, or require significant effort to complete. Additionally, responses are not required for any Annex that is not applicable to your system, product or service. A statement that the Annex is not applicable will be sufficient. Finally, in addition to your responses, we encourage you to include any existing materials you may have pertaining to your system, product or service (e.g., marketing brochures, pamphlets, flyers, etc.).

4.6   **Clarifications and Questions.**

4.6.1   Inquiries of a technical nature about this RFI shall be submitted by e-mail solely to the aforementioned POCs by 2359 hours EST on 04 FEB 2022. Accordingly, questions in an e-mail shall not contain proprietary and/or classified information. Answers will be posted within two (2) working days on the HQ SACT P&C website at: www.act.nato.int/contracting-procurements.

4.6.2   HQ SACT reserves the right to seek clarification on any submission.

4.7   **Intent/Objectives.** To support the transformational change of how NATO ETEE FS will be facilitated in the future, a CRB needs a robust assessment of potential COAs across Adopt, Buy, and Create. This RFI is intended to provide Nations, Industry and Academia an opportunity to provide data that would allow NATO to determine potential benefits they might receive from a system, product or service.

4.8   **Expected Benefits to Respondents.** Nations, Industry and Academia participants will have the chance to reveal state-of-the-art systems, products and services in the area of ETEE FS to NATO.

4.9   **Expected Benefits to NATO.** Exposure to, and understanding of, current, emerging and future systems, products or services in the area of ETEE FS.

4.10   **Expected Input from Nations, Industry and Academia.** Expected input to this RFI is Nations, Industry and Academia perspective on relevant current, emerging and future systems, products or services in the area of ETEE FS.

4.11   **Classified Information.** NATO information that is CLASSIFIED is not included herein but can be passed to authorized industry recipients with appropriate clearances and control measures.

4.12   **Proprietary Information.** Proprietary information, if any, should be minimized and clearly marked as such. HQ SACT will treat proprietary information with the same due care as the command treats its own proprietary information, and will exercise due caution to prevent its unauthorized disclosure. Please be advised that all submissions become HQ SACT property and will not be returned.

4.13 Non-disclosure Principles and/or Non-disclosure Agreement (NDA) with Third Party Company.

4.13.1 Please be informed that HQ SACT may contract a company to conduct the Analysis of Alternatives investigation in support of this project. HQ SACT will follow nondisclosure principles and possibly conclude an NDA with that company to protect submitted information from further disclosure. As the third party beneficiary of this nondisclosure, this RFI serves to inform you of how HQ SACT plans to proceed and of HQ SACT's intent to protect information from unauthorized disclosure, requiring the third party company to protect the disclosed information using the highest degree of care that the company utilizes to protect its own Proprietary Information of a similar nature, and no less than reasonable care. This includes the following responsibilities and obligations:

- The third party company receiving the information shall not, without explicit, written consent of HQ SACT:

  – Discuss, disclose, publish or disseminate any Proprietary Information received or accessed under nondisclosure principles and subject to an NDA, if an NDA is concluded;

  – Use disclosed Proprietary Information in any way except for the purpose for which it was disclosed in furtherance of the goals of the instant project, collaboration, activity or contract; or

  – Mention the other Party or disclose the relationship including, without limitation, in marketing materials, presentations, press releases or interviews

- Exceptions to Obligations. The third party company receiving the information may disclose, publish, disseminate, and use Proprietary Information:

  – To its employees, officers, directors, contractors, and affiliates of the recipient who have a need to know and who have an organizational code of conduct or written agreement with the recipient requiring them to treat the disclosed Proprietary Information in accordance with nondisclosure principles and the NDA (if executed);

  – To the extent required by law; however, the company receiving the information will give HQ SACT prompt notice to allow HQ SACT a reasonable opportunity to obtain a protective order or otherwise protect the disclosed information through legal process; or

  – That is demonstrated in written record to have been developed independently or already in the possession of the company receiving the information without obligation of confidentiality prior to the date of receipt from HQ SACT; that is disclosed or used with prior written approval from HQ SACT; obtained from a source other than HQ SACT without obligation of confidentiality; or publicly available when received.

4.13.2 Any response to this RFI is considered to establish consent to this process. A copy of the NDA, if or when concluded, can be provided on request.

4.14 Organizational Conflicts of Interest. Companies responding to this RFI and

companies conducting Analysis of Alternatives are hereby placed on notice responding to this RFI could conceivably create an organizational conflict of interest (OCI) on a future procurement, if a future procurement were to occur within the capability development process. Companies are cautioned to consider OCI when responding to this RFI, and to consider internal mitigation measures that would prevent OCI's from adversely affecting a company's future procurement prospects. OCI's can often be mitigated or prevented with simple, early acquisition analysis and planning and the use of barriers, teaming arrangements, internal corporate nondisclosure policies and firewalls, and similar prophylactic measures. HQ SACT is not in a position to advise responding companies on the existence of OCI or remedial measures, and encourages responding companies to consult internal or external procurement and legal consultants and in-house counsel.

4.15 **Follow-on:**

4.15.1 Any and all information provided as part of the submission in response to this RFI may be considered in developing any future HQ SACT requirements.

4.15.2 The data collected in response to this RFI will be used to develop a report to inform the ETEE FS CRB. The report will provide an assessment to support a decision as to whether NATO should pursue an Adopt, Buy or Create approach to meet ETEE FS requirements.

4.15.3 In the event that there is a competitive bidding process later as part of NATO Common Funded Capability Development, the provision of data, or lack of, will not prejudice any respondent.

4.16 **Summary. This is an RFI only.** The purpose of this RFI is to Nations, Industry and Academia, through collaboration, in an examination of future capabilities related to ETEE FS with a focus on related systems, products or services. HQ SACT has not made a commitment to procure any of the systems, products or services described herein, and release of this RFI shall not be construed as such a commitment, nor as authorization to incur cost for which reimbursement will be required or sought. **It is emphasised that this is an RFI, and not an RFP of any kind.** Thank you in advance for your time and submission to this RFI.

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General Management of Education, Training, Exercises and Evaluation (ETEE)

A.1.   This functional service (FS) will enable users to manage all aspects of NATO ETEE.

Scope

A.2.   The following Key Performance Parameters (KPPs) have been identified for the General Management FS:

KPP	Level of Fulfilment *1 = None* *2 = Partial* *3 = Full*	Comments
A.2.1. Allow provision of guidance to all ETEE providers and participants in order to elaborate their specific training, planning and/or event execution responsibilities. [KPP-1]		
A.2.2. Provide a collaborative working environment at the applicable security level (e.g., NU, NR, NC, NS, MS) for use by planners, developers, managers and participants from static, remote and/or deployed locations. [KPP-2]		
A.2.3. Provide information, document and data storage at the applicable security level (e.g., NU, NR, NC, NS, MS) for use by the appropriate planning, development and management stakeholders, providing user-friendly access, real-time data, and supporting the ability to display data in user configurable dashboards, displays and reports. [KPP-3]		

KPP	Level of Fulfilment *1 = None* *2 = Partial* *3 = Full*	Comments
A.2.4. Allow development and integration of future requirements and capabilities *(e.g., for ETEE, Experimentation, Doctrine Validation, Innovation, etc.).* [KPP-4]		
A.2.5. Provide ETEE situational awareness between internal and external stakeholders *(e.g., ETEE activities between NATO and individual Nations).* [KPP-5]		
A.2.6. Provide interoperability and information exchange amongst all management aspects of ETEE FS *(i.e., General Management, E&IT, CT&E and Evaluations).* [KPP-6]		

KPP	Level of Fulfilment *1 = None* *2 = Partial* *3 = Full*	Comments
A.2.7. Provide interoperability and information exchange amongst all relevant ETEE stakeholders (*e.g., Headquarters Supreme Allied Command Transformation (HQ SACT), Supreme Headquarters Allied Powers Europe (SHAPE), NATO Education and Training Facilities (NETFs[1]), NATO-accredited Centres of Excellence (COEs), NATO-recognized Partner Training and Education Centres (PTECs), the NATO Command Structure (NCS), the NATO Force Structure (NFS), and Partners[2]*). [KPP-7]		
A.2.8. Provide interoperability and information exchange with current (and allow for interoperability and information exchange with future) external tools, services and capabilities (*e.g., lessons learned, modelling and simulation, cyber situational awareness, operational and logistical planning and management, etc.*). [KPP-8, KPP-21, KPP-22, KPP-23 and KPP-24]		
A.2.9. Provide intuitive and adaptable levels of functionality for users, managers, technical staff and administrators. [KPP-9]		

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[1] NCS NETFs include the Joint Warfare Centre (JWC), the Joint Force Training Centre (JFTC) and the Joint Analysis and Lessons Learned Centre (JALLC). The NATO Defense College (NDC) is an NETF that reports directly to the Military Committee. Non-NCS NETFs include the NATO School Oberammergau (NS[O]), NATO Communications and Information (NCI) Academy and the NATO Maritime Interdiction Operational Centre (NMIOTC).

[2] Partnership for Peace (PfP), Mediterranean Dialogue (MD), Istanbul Cooperation Initiative (ICI) and Partners Across the Globe (PAtG).

KPP	Level of Fulfilment *1 = None* *2 = Partial* *3 = Full*	Comments
A.2.10. Provide system(s) operational redundancy. [KPP-10]		
A.2.11. Provide system(s) support arrangements. [KPP-11]		
A.2.12. Provide system(s) security, to include cyber security, compliance with the effective versions of NATO regulations and standards [3]. [KPP-12]		
A.2.13. Provide system(s) compliance with the effective version of the NATO Interoperability Standards and Profiles (NISP) [4]. [KPP-13]		

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[3] Can be provided upon request. Those regulations and standards that are CLASSIFIED can only be passed to authorized industry recipients with appropriate clearances and control measures.

[4] Located at https://nhqc3s.hq.nato.int/Apps/Architecture/NISP/index.html

Management of Education and Individual Training (E&IT)

B.1.   This functional service (FS) will enable users to develop, construct, conduct and participate in NATO E&IT.

Scope

B.2.   The following Key Performance Parameters (KPPs) have been identified for the E&IT Management FS:

KPP	Level of Fulfilment *1 = None* *2 = Partial* *3 = Full*	Comments
B.2.1. Allow management of the programmatic aspects of E&IT to include analysis, implementation, validation, collaboration, and Information Knowledge Management (IKM) of training solutions provision. [KPP-14]		
B.2.2. Allow administration, documentation, development, tracking, reporting and analysis of instructor-led residential NATO E&IT programmes. [KPP-15]		
B.2.3. Allow administration, documentation, development, tracking, reporting, delivery and analysis of virtual and blended NATO E&IT programmes. [KPP-16]		

Management of Collective Training & Exercises (CT&E)

C.1.   This functional service (FS) will enable users to prepare, construct, conduct and analyse scalable, realistic representations of the full spectrum of military operations at the levels of command that are relevant to NATO-led operations.

Scope

C.2.   The following Key Performance Parameters (KPPs) have been identified for the CT&E Management FS:

KPP	Level of Fulfilment 1 = None 2 = Partial 3 = Full	Comments
C.2.1. Allow management of the programmatic aspects of CT&E events (*e.g., programme of work (PoW) management, CIS configuration and change management, resource allocation management, exercise data management and dynamic information management / exercise information exchange services*). [KPP-17]		
C.2.2. Allow planning and management of event-related aspects of CT&E events and their interdependencies (*e.g., staffing, schedule, scope, resources, budget, exercise and training objectives, collaboration, CIS, information management and real life support*). [KPP-18]		
C.2.3. Allow planning, management and execution of exercise control support services. [KPP-19]		

KPP	Level of Fulfilment *1 = None* *2 = Partial* *3 = Full*	Comments
C.2.4. Allow development and management of exercise plans, content and Settings/Scenarios for CT&E events (*e.g., geospatial source information, civilian circulation and movement, media environment and targeting information*). [KPP-20]		
C.2.5. Allow Community(ies) of Interest (CoI) and training audience interaction specific to a CT&E event. [KPP-25]		
C.2.6. Allow gathering and analysing observations against training objectives throughout a CT&E event. [KPP-26]		
C.2.7. Allow specific CT&E event roles (*e.g., the Officer Scheduling the Exercise (OSE), the Officer Conducting the Exercise (OCE) and the Officer Directing the Exercise (ODE)*) to manage exercise administrative, procedural and doctrinal observations, and to forward/submit key observations to the NATO-wide lessons learned process. [KPP-27]		
C.2.8. Allow collection of observations, assessments, feedback and other relevant data to prepare, conduct, analyse, document and brief analysis of a CT&E event. [KPP-28]		

Management of Evaluations

D.1.   This functional service (FS) will enable users to prepare and conduct evaluations and certifications for Education and Individual Training (E&IT) and Collective Training & Exercises (CT&E) events.

Scope

D.2.   The following Key Performance Parameters (KPP) has been identified for the Evaluations and Certifications Management FS:

KPP	Level of Fulfilment 1 = None 2 = Partial 3 = Full	Comments
D.2.1. Allow planning, preparation, execution, analysis and reporting of evaluations of NATO CT&E events in accordance with ACO Force Standards (AFS). [KPP-29]		
D.2.2. Allow planning, preparation, execution, analysis and reporting of NATO Education and Training Facility (NETF) quality assurance reviews. [KPP-29]		