PERFORMANCE WORK STATEMENT (PWS) DRAFT
UNITED STATES MILITARY GROUP-IRAQ (USMILGP-Iraq)
SECURITY ASSISTANCE MENTORS AND CULTURAL ADVISORS (SAMA)
PERFORMANCE WORK STATEMENT (PWS)
SAMA 3.0

29 JULY 2026

PART 1
GENERAL

1. INTRODUCTION

The Contractor shall provide all personnel, equipment, supplies, facilities, transportation, tools, materials, supervision, and other items and non-personal services necessary to provide Security Assistance Mentor and Cultural Advisor (SAMA) support as defined in this Performance Work Statement (PWS) except for those items specified as government furnished property and services. The Contractor shall perform to the standards in this contract.

1.1 BACKGROUND

The primary mission of United States Military Group – Iraq (USMILGP - Iraq), is to assist the Government of Iraq (GoI) through Security Assistance (SA) and the Foreign Military Sales (FMS) program to increase its capability to counter and defeat terrorism effectively and provide a secure environment in which representative government, individual freedom, the rule of law, and free market economy can evolve that, in time, will contribute to Iraq's external security and to the security of the Gulf Region. More specifically, the USMILGP – Iraq's goal in advising and assisting the Ministry of Defense (MoD), Counter Terrorism Service (CTS), and the Ministry of Peshmerga Affairs (MoPA) is to build processes and institutional capacity within the ministry or bureau to place them on the critical path towards Iraqi security self-reliance.

1.2 OBJECTIVES

The goal is to improve MoD, CTS, and MoPA performance to attain the capability to organize, train, equip, and sustain all Iraqi Security Forces (ISF). Emphasis will be given to providing the Iraqis advice and assistance to maximize the effectiveness of their FMS purchases to arrive at solutions to the various issues they face in building the effectiveness of the MoD, CTS, and MoPA.

• Improved Processes: Guide the MoD, CTS, and MoPA to develop and implement policies and procedures enabling them to provide their respective ministries to fulfill their assigned responsibilities in the context of providing security forces capable of securing the populace, providing internal security, and possessing the foundations for defense against external threats.

• Improved Integration: Enable the MoD, CTS, and MoPA to synchronize efforts internally and with other GoI institutions, fostering unity across diverse ethnic and sectarian groups such as Sunni-Shi'a and Arab-Kurd in support of Iraqi sovereignty and democracy.

• Long-term Resiliency and Sustainability: Empower the MoD, CTS, and MoPA to develop holistic capability concepts that align with Iraqi National Objectives (Ways) and to identify the necessary resource streams to make those capability concepts a reality (Means).

1.3 SCOPE

The intent of this acquisition is to provide advice and assistance to USMILGP - Iraq

senior personnel in their mission to support the GoI, in particular the MoD, CTS and the MoPA, with key focus on core processes and systems which involve, but are not limited to, the following activities: Administration

• Force Development
• Procurement & Acquisition
• Contracting
• Training Management
• Public Affairs
• Logistics
• Personnel Management
• Professional Development
• Communications
• Planning and Operations
• Infrastructure Management
• Intelligence
• Executive Development

Contractor personnel shall assist the military and government personnel assigned to USMILGP - Iraq in the assessment of MoD, CTS or MoPA processes, policies, and systems and then advising, coaching, mentoring, training, and liaising with MoD, CTS, or MoPA officials to improve and refine these processes, policies, and systems. The Contractor shall also ensure that training facilitation and the degree of interaction between Contractor personnel and the Iraqis being trained will conform to evolving local Iraqi requirements as may be agreed upon between the Contractor and the Procuring Contracting Officer (PCO).

1.4 PERIOD OF PERFORMANCE

The period of performance will consist of a 12-month base period with 4, 12-month evaluated option periods and include FAR Clause 52.217-8 Option to Extend Services for up to 6 additional months.

1.5 PLACE OF PERFORMANCE

The primary place of performance for this contract is Baghdad and Erbil, Iraq. However, the execution of SAMA 3.0 requirements may require Temporary Duty (TDY) travel to Outside Continental United States (OCONUS) locations.

1.5.1 Duty Location. Contractor personnel stationed in Baghdad shall perform most of their responsibilities on the U.S. Embassy Compound. Currently, one (1) Contractor personnel is stationed in Erbil and shall perform most of their responsibilities on the U.S General Consulate Erbil. Travel to various GoI offices will be provided by the United States Government (USG), and security will be managed and provided by the Embassy's Regional Security Office (RSO). The USG reserves the right to adjust duty locations based on operational requirements. This includes the authority to reassign or consolidate all Contractor Personnel (including the Contractor personnel currently in Erbil) to the U.S. Embassy Compound in Baghdad. The Contractor shall execute any such relocation at no additional cost to the USG, upon written notification from the Procuring

Contracting Officer (PCO).

1.5.2 OCONUS TDY. The Contractor shall perform the majority of its TDY travel within the United States Central Command (USCENTCOM) Area of Responsibility (AOR); however, Contractor personnel may be required to travel outside the AOR to perform current operations. Specifically, the Contractor must be prepared to deploy personnel to provide direct, on-site support and coordination alongside USMILGP-Iraq.

1.5.3 Work Schedule. Contractor personnel will be expected to work a flexible schedule typically consisting of 40 hours per week, but not to exceed 50 hours per week.

1.6 QUALITY CONTROL

The Contractor shall develop and maintain an effective Quality Control Program QCP) to ensure services are performed in accordance with this PWS. The Contractor must develop and implement proactive procedures to identify, prevent, and eliminate the recurrence of defective services. The Contractor's QCP is the mechanism through which they ensure all work complies with contract standards. The Contractor shall submit the QCP to the PCO and COR for approval no later than seven calendar days after contract award. Once approved, the Contractor must obtain written acceptance from the PCO prior to implementing any changes to the quality control system.

1.6.1 The QCP shall describe the methods for identifying and preventing performance issues before they occur, as well as corrective action procedures for unsatisfactory performance. The Contractor shall report any negative actions or performance deficiencies to the COR within five calendar days from time of the incident occurring. The QCP will serve as the primary document from which the COR and the PCO will conduct quality assurance oversight and monitor performance.

1.6.2 The QCP shall also establish a system to evaluate employee performance at least monthly – specifically measuring how effective on-site advisory employees achieve the deliverables, plans, and objectives identified in this PWS. Additionally, the plan must outline a rapid procedure for replacing any Contractor personnel whose performance falls below an acceptable standard.

1.7 QUALITY ASSURANCE

1.7.1 The USG will evaluate the Contractor's performance under this contract in accordance with the Quality Assurance Surveillance Plan (QASP). This plan is primarily focused on what the USG must do to ensure that the Contractor has performed in accordance with the performance standards. It defines how the performance standards will be applied, the frequency of surveillance, and the minimum acceptable defect rate(s).

1.7.2. The USG retains the right to inspect all requirements of the contract. COR personnel may choose to periodically inspect requirements of the contract. Non-conformance with any contract requirement, whether specifically addressed in the PWS or not, is a "defect". The preferred course of action upon discovery of unacceptable service is to require the Contractor to re-perform at no additional cost to the

Government. If the Contractor's re-performance does not meet the thresholds in the QASP, QCP or the quality stipulated in any other part of the contract, COR will notify the PCO immediately.

1.7.3. The intent of the surveillance approach is to gain confidence in the Contractor's way of doing business and then adjusting the level of oversight to a point that maintains that confidence. With this intent, the surveillance approach may be subject to change throughout the duration of the contract. All Government evaluators should be prepared to periodically update the surveillance approach as required.

1.8 NON-PERSONAL SERVICES.
The USG will neither supervise Contractor employees nor control the method by which the Contractor performs the required tasks. Under no circumstances shall the USG assign tasks to or prepare work schedules for individual Contractor employees. It shall be the responsibility of the Contractor to manage its employees and to guard against any actions that are of the nature of personal services or give the perception of personal services. If the Contractor believes that any actions constitute, or are perceived to constitute personal services, it shall be the Contractor's responsibility to notify the PCO immediately.

1.9 BUSINESS RELATIONS.
The Contractor shall successfully integrate and coordinate all activities necessary to execute the contract requirements. The Contractor shall manage the timeliness, completeness, and quality of problem identification and shall provide corrective action plans, proposal submittals, and timely reporting of issues. The Contractor shall ensure effective management of subcontractors and seek to maintain customer satisfaction through the professional and ethical behavior of all Contractor personnel. The QCP shall describe the methods for identifying and preventing problems before performance becomes unsatisfactory and shall include procedures for corrective action in the event of unsatisfactory performance. Any negative actions will be reported to the Contracting Officer's Representative (COR) within five business days. The QCP will serve as the primary document from which the COR and the PCO will provide quality assurance oversight and monitor performance under this contract. TDY (Temporary Duty) vouchers will be submitted within 5 calendar days after the completion of travel. The Contractor shall submit invoices for monthly reoccurring services to the USG no later than 30 calendar days after the end of each billing month.

1.10 SECURITY REQUIREMENTS.
All Contractor personnel must obtain all appropriate USMILGP - Iraq and DoS Badges, including the Common Access Card and US Mission Iraq badge. All SAMA positions require a SECRET security clearance. The Contractor shall ensure a facility clearance (FCL) is on file with Headquarters United States Army Intelligence & Security Command (HQ USAINSCOM). Selected Contractor personnel assigned to this project shall require access to classified information up to a Secret security clearance.

1.11 CONTRACTING OFFICER REPRESENTATIVE (COR).
The COR monitors all technical aspects of the contract and assists in contract administration. The COR is authorized to perform the following functions: assure that the Contractor performs the technical requirements of the contract: perform inspections necessary in connection with contract performance: maintain written and oral

communications with the Contractor concerning technical aspects of the contract: issue written interpretations of technical requirements, including Government drawings, designs, specifications: monitor Contractor's performance and notifies both the PCO and Contractor of any deficiencies; coordinate availability of government furnished property, and provide site entry of Contractor personnel. A letter of designation issued to the COR, a copy of which is sent to the Contractor, states the responsibilities and limitations of the COR, especially regarding changes in cost or price, estimates or changes in delivery dates. The COR is not authorized to change any of the terms and conditions of the resulting order.

1.12 PERSONNEL.

The Contractor shall provide highly qualified subject matter experts to serve as SAMA, specifically functioning as the Ministry of Defense Advisor (MODA) and the Ministry of Peshmerga Affairs Advisor (MOPAA). This contract will also incorporate a Ministry of Defense Senior Leader Advisor (MoDSLA) whose roles and responsibilities will be set out in Section 1.12.4.

1.12.1 Responsibilities (Duties)

The SAMA serves as a senior advisor to Iraqi Ministry leadership and supports USMILGP-Iraq ministerial-level objectives by:

- Advising senior officials within the MoD and MoPA.
- Assisting USMILGP-Iraq in managing and executing ministerial-level advisory activities.
- Developing ministerial engagement strategies that improve institutional effectiveness and long-term capability development.
- Facilitating timely decision-making and information-sharing processes through observation, analysis, and reporting.
- Building and maintaining professional relationships with senior ministry officials and other government agencies.
- Establishing trusted relationships through frequent direct engagement with ministry leadership.
- Assisting in the development, implementation, and oversight of policies and procedures that improve organizational and individual performance.
- Supporting civil-military integration and democratic governance practices within defense institutions.

1.12.2 Deliverables

The SAMA is expected to provide advice, reports, briefings, and recommendations on:

1.12.2.1 Ministry Integration

- Integration of military and civilian elements within ministry headquarters.
- Improvement of coordination among directorates, departments, and agencies.

1.12.2.2. Planning and Management

- Operational and administrative planning.
- Management of suspenses, schedules, strategic plans, and operational plans.
- Tracking and monitoring organizational priorities.

1.12.2.3 Organizational Effectiveness

- Development and implementation of effective battle rhythms and daily workflows.
- Optimization of available resources to meet ministry requirements.

1.12.2.4 Strategic Engagement
- Development and scheduling of key leader engagements.
- Enhancement of advisor effectiveness.
- Coordination with senior Iraqi and coalition leadership.

1.12.2.5 Reporting and Briefings
- Daily observations and written reports.
- **Status assessments of ministry staff, systems, programs, and transition efforts.** Executive-level briefings for senior military and government officials

1.12.3 Minimum Qualifications

1.12.3.1 Citizenship

- Must be a United States citizen and able to obtain and maintain any required security clearances and government credentials.

1.12.3.2 Education

- Bachelor's Degree.

1.12.3.3 Language Requirements
- Fluent English (written and spoken).
- Fluent Arabic (written and spoken).
- For MoD assignments: Fluent Arabic required.
- For MoP assignments: Fluent Kurdish required.

1.12.3.4 Experience and Knowledge

1.12.3.4.1 Thorough understanding of the Iraqi Ministry of Defense organizational structure and operations.
- Previous strategic-level experience with U.S. forces in Iraq since 2011 as either:
- A civilian Contractor, or
- A uniformed service member.

1.12.3.4.2 Significant knowledge and experience in:
- Civil-military relations.
- Democratic governance
- Defense institution building
- Strong written and verbal communication skills
- Proficiency in Microsoft Office applications

1.12.3.5 Key personnel. The MODA and MOPAA are considered key personnel.

1.12.4 **MODSLA Requirements**:
- While the Ministry of Defense Senior Level Advisor (MODSLA) must meet all foundational qualification, performance, and deliverable requirements established for the MoDA and MoPAA positions in Sections 1.12.1 through 1.12.3.4.2, this senior-level role is subject to the additional, specialized requirements outlined below. The Contractor shall ensure the designated MODSLA satisfies both the baseline advisor standards and these advanced criteria:
- Maintain personnel accountability and submit daily Personnel Status Reports (PERSTAT) to the United States Military Group–Iraq in accordance with reporting requirements.

- Track and update the COR on SAMA personnel travel, movements, and TDY status as required.
- Prepare and submit a monthly summary of all personnel movements, including arrivals, departures, TDY travel, and leave status, to the COR and PCO.

1.12.4.1 The USG reserves the right to add additional MoDAs and/or MoPAAs to the contract as needed by current operational requirements.

1.12.4.2 The MODSLA is considered key personnel.

1.12.5 **PROGRAM MANAGEMENT/ MANAGER**

1.12.5.1 Project Manager – Required Responsibilities

1.12.5.1.1 Contract Management

- Serve as the Contractor's central point of contact with the Government.
- Be authorized to direct performance of all work under the contract.
- Act as the Contractor's official representative for all contract matters.
- Serve as the sole liaison between the Contractor and the Government throughout contract performance.

1.12.5.1.2 Personnel Management

- Provide oversight of day-to-day contract activities.
- Maintain complete and accurate personnel location records.
- Approve employee leave requests.
- Assign work to Contractor personnel.
- Modify employee duties when necessary.
- Function as the Contractor's in-house supervisor in all respects.

1.12.5.1.3 Reporting and Administrative Requirements

- Ensure timely submission of:
  - Ordered Departure (OD) invoices within 10 calendar days of arrival to Home of Record.
  - Daily Personnel Status (PERSTAT) reports.
  - Monthly invoices.
- Monitor and ensure compliance with all reporting requirements.

1.12.5.1.4 Compliance and Oversight

- Possess knowledge of all:
  - Regulatory requirements.
  - Contractual policies.
  - Procedures.
  - Documentation requirements contained in the PWS.
- Enforce all contractual obligations in accordance with:
  - The contract.
  - The PWS.

- Direction from the PCO.

1.12.5.1.5 Chain of Command

- Ensure all Government communication and direction flows through the proper chain of command.
- Prevent unauthorized Government supervision of Contractor personnel.
- Maintain a clear communication hierarchy between the Contractor and Government.

1.12.5.2 Necessary Qualifications

- Demonstrated project or program management experience.
- Experience managing Contractor personnel and operations.
- Strong knowledge of Federal contracting requirements.
- Working knowledge of PWS.
- Experience with invoice management and contract reporting.
- Ability to supervise personnel and maintain accountability records.
- Strong organizational, communication, and leadership skills.
- Ability to serve as the Contractor's authorized decision-maker.

1.12.5.3 The Program Manager is not considered Key Personnel

1.12.5.4 Additional duties:

1.12.5.4.1 Perform all administrative oversight functions associated with Contractor personnel. These functions include, but are not limited to mobilization/demobilization, coordination with CONUS Replacement Center (CRC) for reservations, coordination of Common Access Cards (CACs), coordination of Synchronized Pre-deployment Operational Tracker (SPOT) entries, coordination of security clearances, coordination of non-disclosure statements, rest and recuperation, training requirements, pay issues, and recruiting.

1.12.5.4.2 Coordinate and manage all administrative and human resource matters for Contractor personnel, including tracking personnel status, processing invoices, and maintaining PERSTAT reports. PERSTATs shall be submitted daily. Monitor staffing levels, forecast potential vacancies, and recruit qualified replacements in a timely manner to ensure uninterrupted operations.

1.12.5.4.3 Serve as the corporate representative for all written and verbal counseling, as well as the dismissal of Contractor personnel, in accordance with corporate human resource policies. Coordinate and communicate with the (PCO) and the (COR) to address and resolve communication issues and performance shortfalls. Report on all relevant personnel actions and performance concerns to COR.

1.12.5.4.4 Develop systems and maintain records that provide for the proper evaluation,

control, and documentation of assigned activities. Prepare a variety of written correspondence, reports, procedures, directives, and other materials and provide these reports to the PCO and the COR as required.

1.12.5.4.5 Provide for the selection, training, professional development, and work evaluation of subordinate staff and make recommendations on hiring, termination, promotion, and discipline as required.

1.12.5.4.6 Mobilization of New Personnel. The Contractor shall complete the mobilization according to the timeline agreed upon by the PCO and in accordance with the Contractor's Mobilization and Employee Phase-In Plan. Contractor shall coordinate with the PCO and COR to ensure the highest priority areas are mobilized first.

1.12.5.4.7 Replacement Personnel. If at any time during the period of performance, Contractor personnel cannot continue task performance, the Contractor shall notify the COR and PCO 15 days prior to termination of employment, provide the USG with the details of the replacement sufficient to prove qualification NLT 7 days prior to removal of the incumbent, and provide that replacement within timeline stated in the Contractor submitted Mobilization and Employee Phase-In Plan.

1.12.5.4.8 Non-Performance or Elimination of Tasks. The USG may, at its discretion, elect not to execute certain tasks or sub-tasks defined within this PWS. Should the United States Government determine a task is no longer required, a deductive modification will be issued. The price of the deductive modification will be commensurate with the level of effort and material costs associated with the eliminated task, as derived from the Contractor's basis of estimate or established pricing attachments.

1.12.5.4.9 In the event an employee voluntarily leaves their position or is removed for acts that disrupt good order and discipline or violate applicable laws, regulations, orders, instructions, policies or directives, or is directed to remove and replace Contractor personnel who jeopardize or interfere with mission accomplishment or who fail to comply with or violate applicable requirements of this contract prior to serving six months in Iraq, the Contractor shall not receive reimbursement for their de-mobilization nor for the mobilization of the replacement employee.

1.12.5.4.10 Work Assignment. The Contractor must take direction only from the PCO/COR, not any other USG personnel.

1.12.6 DEDUCTIVE CHANGE

The Contractor's initial price proposal must include fully burdened, pre-priced monthly deductive rates for all MODA, MOPAA, and Program Management positions, as detailed in the contract Price Matrix. The Government reserves the unilateral right to decrease the scope of services by reducing personnel quantities or eliminating specific positions.

Upon written notification of a deductive change from the PCO, the Government will reduce the contract value using the pre-priced deductive rates established at contract award. Because these rates are pre-priced and agreed upon at award, the Contractor shall not be entitled to, nor shall they submit, a Request for Equitable Adjustment

(REA) or any claim for restaffing, administrative, or demobilization costs resulting from such a reduction.

1.13 REMOVAL:

1.13.1 Definition of Removal

Removal is defined as the USG directed withdrawal of an individual Contractor employee from further performance under this contract. The USG reserves the unilateral right to require the Contractor to remove any employee whose performance or conduct is deemed detrimental to the mission or in violation of the terms and conditions set forth herein. Upon written notification from the PCO, the Contractor shall immediately remove the specified employee from all contract-related duties.

1.13.2 Grounds for Removal

The Government may require the removal of an individual employee's services for cause. Any incident that may constitute grounds for termination will be referred to the Contractor, the ACC-RI representative, the COR, and the USMILGP-Iraq commander for further processing and determination. Grounds for termination include, but are not limited to, the following:

1.13.2.1 Threat to National Security: Any action, association, or behavior by the employee that is determined by the USG to constitute a threat to the national security of the United States, its personnel, or its allies. This includes, but is not limited to, espionage, unauthorized disclosure of classified or sensitive information, sabotage, or any activity that compromises the integrity of the mission.

1.13.2.2 Failure to Adhere to Contractual Requirements: Any violation of or failure to adhere to the standards, duties, and responsibilities outlined in the PWS or the Contractor's own QCP. This constitutes a failure to fulfil the fundamental requirements of the contract.

1.13.2.3 Failure to Follow Lawful Orders: Insubordination or the refusal to follow a lawful order, directive, or instruction from authorized supervisory personnel.

1.13.2.4 Violation of U.S. Government and Embassy Regulations: Any violation of applicable United States Government (USG) regulations, including but not limited to the Uniform Code of Military Justice (UCMJ) where applicable, federal law, or specific rules, policies, and security protocols established by the U.S. Embassy and its Chief of Mission

1.14 CONTRACTOR TRAVEL

Contractor personnel may be required to travel periodically by multiple modes of ground and air transportation within the USCENTCOM AOR, however there may be a probability of them travelling outside of the AOR to meet mission requirements. **Commercial air travel is the preferred method of transportation.** If commercial air travel becomes restricted, other means—such as armored vehicles, helicopters, or fixed-wing aircraft—may be used as necessary and approved by the Mission Commander. All travel shall be conducted in accordance with the Joint Travel Regulations (JTR) or more restrictive local command policies, whichever is applicable. Travel days may include weekends and holidays. The Contractor shall coordinate with the COR to make travel

arrangements for Contractor personnel in support of the contract.

1.14.1Travel Documents, Entry Requirements, and Associated Costs:

The Contractor shall be responsible for obtaining all passports, visas, country clearances, and required immunizations necessary for personnel to travel to, enter, and exit Iraq or any other sovereign nation in performance of this contract. The (COR) will aid, as appropriate, in coordinating requirements with the U.S. Embassy; however, such assistance does not relieve the Contractor of responsibility for compliance. Contractor personnel shall not depart the continental United States without a (USG)-issued country clearance for Iraq and/or a valid Iraqi visa, as applicable. The USG is not responsible for any costs, fines, delays, or additional transit time incurred by the Contractor or its personnel resulting from failure to comply with passport, visa, immunization, country clearance, or other entry/exit requirements. All such costs and consequences shall be the sole responsibility of the Contractor. Allowable travel costs incurred in the performance of this contract shall be reimbursed in accordance with Federal Acquisition Regulation (FAR) Subpart 31.2, the JTR and more restrictive local command policies, whichever is applicable. Costs associated with obtaining passports, visas, immunizations, and other required travel documentation are considered personal to Contractor personnel and are not reimbursable as direct costs under this contract, unless expressly authorized elsewhere in the contract.

1.14.2. Deployment Processing: For US Citizens, deployment processing consists of processing through an approved Continental United STATES (CONUS) Replacement Center (CRC). CRC Contract personnel will be required to complete deployment training at designated CONUS deployment centers, such as the CRC at Fort Bliss, Texas, and redeploy through such centers upon completion of their assignments. Locations of designated deployment centers may vary.

1.14.3. Contractor personnel may be required to perform Temporary Duty (TDY) assignments based on mission requirements. The Contractor is authorized to reimburse personnel for costs incurred and per diem expenses while officially in a TDY status, with payments made in accordance with JTR rates or more restrictive local command policies, whichever is applicable. All TDY vouchers, including receipts and air travel documentation, shall be submitted no later than 5 calendar days in accordance with the JTR or more restrictive local command policies, whichever is applicable. **Daily PERSTATS will annotate personnel on TDY to maintain accountability, and all associated costs shall be reflected in timely invoice submissions in accordance with contract requirements. Reference** 1.9

1.14.4. RECEIPT

A legibly written/printed/electronic document (or facsimile thereof) provided by a service provider or vendor to a customer, which provides documentary evidence that the service provider or vendor has been paid for services or goods provided to the customer. To be considered valid, a receipt must contain the name of the entity providing the good(s)/service, the date(s) that the good(s)/service was/were provided/purchased, the price of the good(s)/service, any tax levied, the total monetary amount due, and must

indicate that the total monetary amount due was paid. The following are not valid receipts: Bank/Credit Card statements, transaction history logs, and reservation summaries. All receipts must be finalized and itemized for reimbursement.

1.14.5. Commercial Air:
Commercial air is the preferred mode of transportation for official travel more than 400 miles one way. With few exceptions, all federal government travelers flying commercial air must utilize flights contracted through the General Services Administration's (GSA) City Pair Program (CPP). Travelers are not entitled to reimbursement for first class or business class accommodation unless properly authorized or approved. See the JTR, paragraph 020206. It is DoW policy that travelers using commercial air carriers for official travel must use economy or coach accommodations. This does not preclude the traveler from accepting a complimentary seating upgrade offered by the carrier.

1.14.6. Lodging:
A traveler on TDY must reserve lodging compliant with U.S. Fire Administration Guidelines through a Government electronic travel system or the servicing TMC (5 U.S.C. §5707a). When TDY, a DoW traveler must use the Integrated Lodging Program (ILP) facilities if available. During PCS travel, a Service member must follow the lodging requirements in par. 050601. The Government cannot direct the traveler to accept inadequate accommodation. Each Service and DoW agency must ensure that 90% or more of all official travelers in the US and non-foreign OCONUS areas use commercial lodgings that comply with the U.S. Fire Administration guidelines. (Reference JTR **020303)**

1.14.7. Rental Cars:
Selecting a Rental Vehicle. If a traveler is authorized or approved the use of a rental vehicle for official travel, then the traveler should select the least expensive compact car available. If another class of rental vehicle is approved, then travelers should select the least expensive car of the approved class of vehicles. (Reference: JTR **020209)**

1.14.8. Taxies: is a hired car that carries passengers to a destination for a fare. A taxi includes transport by limousine service and transportation network companies when permissible under local laws and ordinances.

1.14.9. Transportation network companies, taxis or limousines. A traveler may include a tip up to 20% of the fare as part of the total fare amount claimed. The tip is not separately reimbursable. "Fare" means the price paid for transportation, including all mandatory taxes and fees; it does not include ancillary fees for optional services. (Reference: JTR **020213)**

2. Buses.
3. Streetcars.
4. POVs.
5. Rental vehicles when authorized or approved.
6. Subways or other public transportation.

1.15. TRAVEL PROCEDURES FOR REST AND RECUPERATION (R&R)

Contractor personnel are authorized to schedule leave for a period not exceeding thirty

(30) consecutive days with the understanding that such time may be exceeded due to extenuating circumstances, e.g., weather delays, or an inability to travel because of illness/injury, etc. As directed by the USG, Contractor personnel shall travel between Iraq and approved Rest & Recuperation (R&R) destinations in accordance with Government-directed travel procedures. Commercial Air is authorized for R&R travel leaving and returning to Iraq. The COR will ensure that all travel arrangements with RSO to and from the Embassy Compound and Baghdad International Airport are coordinated and approved prior to R&R start date. Contractor personnel shall be authorized for up to two (2) R&R periods per twelve (12)-month period, provided such periods are within consecutive months of performance under the contract. The total combined duration of R&R travel within any twelve (12)-month period shall not exceed six (6) weeks, except where extended due to documented extenuating circumstances, including but not limited to weather delays, illness, or injury...

1.15.1: Rest and Recuperation (R&R) Fixed Price. The Contractor shall include all costs associated with approved R&R travel in the applicable fixed-price labor CLINs. Such costs shall include, but are not limited to, airfare and other transportation, lodging, baggage fees, and travel to and from the authorized port of embarkation/debarkation. R&R costs are included in the fixed-price CLIN and are not separately reimbursable.

1.15.2 Non-Reimbursables:
Such non-reimbursable costs include, but are not limited to, per diem, lodging, ground transportation, rental vehicles, and any other incidental expenses incurred after arrival at either the Government-furnished transportation point or the approved R&R destination.

1.15.3: R&R Coordination:
All R&R travel arrangements shall be coordinated in advance between the Contractor's Project Manager and the COR prior to booking. The COR may require additional approval from the Chief, USMILGP–Iraq for deviations from standard routing, including but not limited to direct commercial travel from Baghdad, Iraq, or the use of alternate transportation methods. Leave exceeding thirty (30) consecutive days, or any deviation from the authorized travel methods described herein, shall require prior written approval from the COR and any additional required Government authority.

1.16. OTHER DIRECT COSTS.
Other Direct Costs (ODCs) when approved by the U.S. Government and incurred by the Contractor in performance of tasks will be reimbursed by the USG. The Contractor shall obtain prior approval from the COR for purchases below the micro-purchase threshold and the PCO approval for all purchases over the micro-purchase level. ODCs include storage, travel, materials, supplies and other supported direct costs. Only actual costs for ODCs that are supported with detail sufficient for the USG to verify that costs are reasonable and in performance of tasks will be reimbursed.

1.17. REIMBURSEMENTS
1.17.1 The Contractor shall be reimbursed for travel expenses in accordance with the (JTR) or more restrictive local command policies, whichever is applicable. All receipts will be finalized and itemized for reimbursement.

1.17.2 The Government's designated Authorizing Official (AO) retains the authority to require a receipt for any expense to verify the legitimacy of a claim. The Contractor must comply with any such request. Failure to provide a requested receipt may result in the denial of reimbursement for the associated expense. Furthermore, in accordance with local command policy, the Contractor must provide a receipt for all claimed expenses, regardless of the amount.

1.18 INVOICES

1.18.1 Invoicing and Reimbursement

The Contractor shall prepare and submit accurate, timely, and compliant invoices to receive reimbursement for all allowable costs incurred during the performance of this contract. Strict adherence to the procedures, timelines, and formatting requirements outlined in this section is mandatory for payment processing. The Government may delay or deny reimbursement of any invoice that fails to meet these standards.

1.18.2 Erbil Per Diem Allowance

Personnel permanently stationed at the U.S. Consulate General in Erbil. will receive a per diem rate of $65 USD daily. Daily per diem rates for this position shall be governed by the U.S. Department of State Standardized Regulations (DSSR), Section 925, for foreign localities.

1.18.3 Proper Invoice Requirements

In accordance with **FAR 32.905**, a proper invoice is mandatory for payment and must include all the following elements:

- Contractor's name and full mailing address.
- Invoice date and unique invoice number.
- Contract number and, if applicable, the order number.
- A clear description, quantity, unit of measure, and unit price for all items delivered or services rendered.
- Shipping and payment terms.
- The name and address of the official designated to receive payment.

1.18.4 Improper Invoices and the Prompt Payment Act

If an invoice fails to include any of the elements listed in Section Y.1, it is considered improper. The Government is required to return an improper invoice to the Contractor within seven (7) days of receipt, identifying all defects that must be corrected. When this occurs, the **30-day payment clock under the Prompt Payment Act resets entirely**. The new payment period will not begin until a corrected, proper invoice is submitted and accepted by the Government.

1.18.5 General Submission Requirements

The Contractor shall submit properly prepared invoices for all reimbursable costs incurred. Invoices must be broken down by each individual employee and submitted in chronological order. Crucially, the Contractor shall invoice (TDY) costs and monthly performance services separately. For any invoice to be considered valid, it must be itemized, reflect a zero balance to verify payment, and adhere to all applicable travel cost allowances. All reimbursements are governed by the (JTR) or more restrictive local command policies, whichever is applicable.

1.18.6 Timeliness of Submissions

1.18.6.1 Performance Invoices Submission Deadline: Invoices for the preceding month's performance must be submitted no later than 30 calendar days after the end of each billing month.
1.18.6.2 Untimely TDY Charges: For any Temporary Duty (TDY) travel, the Contractor shall submit individual charges to the USG no more than **5 calendar days** after the completion of travel. Charges submitted after this date shall not be accepted for review or payment.
1.18.6.3 Order of Departure TDY: Invoicing for TDY related to an employee's final departure from the Area of Operations shall be submitted separately.

1.18.7 Content and Validation
1.18.7.1 Currency Conversion: All charges incurred in a host nation currency must be accurately calculated and converted to U.S. Dollars (USD) on the invoice, utilizing an authorized and creditable exchange rate platform. The specific exchange rate applicable on the date of each transaction must be used. Exchange rates shall be annotated on the invoice and converted to the appropriate decimal placement, not a generic or rounded figure.
1.18.7.2 Receipt Validation: All submitted costs must be supported by valid, itemized receipts reflecting a zero balance. If a required receipt is lost or otherwise unavailable, the COR may, on a case-by-case basis, produce a Memorandum for Record (MFR) explaining the circumstances. The use of an MFR in lieu of a receipt is not a standard procedure and shall be used sparingly and only with prior COR approval

1.18.8. Invoice Discrepancies and Corrective Action
Should the USG identify multiple recurring discrepancies in the Contractor's invoices, ACC-RI will pursue corrective actions. Such actions may include implementing additional invoice review procedures or formally documenting the performance deficiencies in a Contract Action Report (CAR) or the Contractor Performance Assessment Reporting System (CPARS).

1.19 DATA RIGHTS.
All documents and materials produced under this contract shall be Government owned and are the property of the Government will all rights and privileges of ownership/copyright as identified in DFARS 252.227-7013.

1.20 ORGANIZATIONAL CONFLICT OF INTEREST:
Contractor and subcontractor personnel performing work under this contract may receive, have access to or participate in the development of proprietary or source selection information (e.g., cost or pricing information, budget information or analyses, specifications or work statements, etc.) or perform evaluation services which may create a current or subsequent Organizational Conflict of Interests (OCI) as defined in FAR Subpart 9.5. The Contractor shall notify the Contracting Officer immediately whenever it becomes aware that such access or participation may result in any actual or potential OCI and shall promptly submit a plan to the Contracting Officer to avoid or mitigate any such OCI. The Contractor's mitigation plan will be determined to be acceptable solely at the discretion of the Contracting Officer and in the event the Contracting Officer unilaterally determines that any such OCI cannot be satisfactorily avoided or mitigated, the Contracting Officer may affect other remedies as he or she deems necessary, including prohibiting the Contractor from participation in subsequent contracted requirements which may be affected by the USMILGP-Iraq

1.21 MOBILIZATION (PHASE IN/ DEMOBILIZATION (PHASE OUT)

The Contractor's performance shall be structured around a three-phase personnel lifecycle: Mobilization, Travel, In-Processing, and Demobilization and Transition-Out. This process is a **30-day period mobilization and transition-in period designed to ensure full operational readiness prior to the start of the base contract.** This initial phase includes all deployment preparations, regional orientation, and job-specific training. Following mobilization, personnel will enter the second phase, where they travel to the Area of Operations for in-processing and integration until their Relief in Place (RIP) begins. The final phase is initiated upon the conclusion of an employee's tour of duty or the final period of performance, whichever occurs first, and concludes once the employee has returned to their Home of Record (HOR). The COR will work closely with the awarded contractor and all stakeholders to manage the efficiency and effectiveness of the mobilization and demobilization processes, ensuring quality assurance. The COR will ensure the PCO is kept fully aware of all actions and any resulting issues or concerns.

CLIN 6 Mobilization. The amount listed for CLIN 6 is a cost-reimbursable no fee, not to exceed surrogate number intended to cover all necessary and reasonable pre-deployment and mobilization costs as outlined in this section (1.21). This included costs such as CRC processing, required medical evaluations, and associated travel, lodging, and per-diem for up to three personnel. Offerors shall use the Government provided figure in their price proposal. Reimbursement will be based on actual, allowable costs incurred.

1.21.1 **Mobilization**:

1.21.1.1. Phase I: Mobilization and Transition-In

This contract mandates a 30-day mobilization and transition-in period designed to ensure full operational readiness. To minimize any decreases in productivity and to prevent negative impacts on services, the Contractor shall have all necessary personnel on board throughout this phase. The mobilization process will be conducted in three distinct stages:

1.21.1.1.1 Deployment Preparation: The Contractor shall establish movement requirements to the Area of Operations (AO), ensure all personnel acquire the necessary travel documents and clearances, and process all deploying personnel through the designated CONUS Replacement Center (CRC).

1.21.1.1.2. Regional Orientation: Following successful CRC processing, all personnel will complete mandatory training and orientation classes specific to the region of performance.

1.21.1.1.3. Job-Specific Training: Finally, all personnel will undergo comprehensive training tailored to their individual job descriptions and responsibilities as outlined in this contract.

The entire transition-in phase, including these three stages and all other transition activities, must be completed no later than 28 November 2026. This phase is considered complete for an employee once all required training, processing, and certifications are successfully obtained, clearing them for travel to the Area of Operations.

1.21.2 Phase II: Travel/In-Processing

Following the mobilization phase, personnel will travel to the Area of Operations (AO) to begin Reception, Staging, Onward Movement, and Integration (RSOI). This phase includes all actions required for an employee to become fully functional in-theater,

including but not limited to: traveling to the designated compound, completing all local in-processing requirements, securing lodging, obtaining necessary badging, receiving government-furnished equipment, and gaining access to all required systems, networks, and facilities. This phase concludes for each employee once they have begun the formal Relief in Place (RIP) process with the outgoing personnel.

1.21.3 Demobilization: Phase III: Demobilization and Transition-Out
Upon conclusion of the final period of performance or **conclusion of the employee's tour of duty whichever occurs first,** a 30-day demobilization and transition-out period will commence. The Contractor is required to maintain necessary personnel on board to execute this phase effectively. The demobilization process includes, but is not limited to, the following actions:
1.21.3.1. Relief in Place (RIP): The Contractor shall conduct a thorough handover of all duties and responsibilities to incoming personnel as directed by the Government.
1. **1.21.3.2. Area of Operations (AO) Out-Processing:** The Contractor will ensure all personnel complete the required administrative and logistical clearance procedures within the AO.
2. **1.21.3.3. Redeployment Logistics:** The Contractor shall manage all redeployment logistics, including scheduling appropriate flights for return to the CONUS Replacement Center (CRC) or Home of Record (HOR) and arranging for the shipment of unaccompanied baggage.
This phase concludes for each employee once they have completed all redeployment processing and arrived at their Home of Record.

1.22 PRE-PRICED COST
The Contractor shall include all costs associated with Defense Base Act (DBA) Insurance, Host Nation Requirements (including Social Security Taxes and Corporate Income Tax) and Contract Data Requirements Lists (CDRLs) in its proposed pricing. The Contractor shall separately identify and price these requirements in the Fixed-Price Matrix for each Ministry of Defense Advisor (MoDA), **Ministry of Peshmerga Affairs Advisor** (MoPAA), and Ministry of Defense Senior-Level Advisor (MoDSLA) position.

2.0 DEFINITIONS AND ACRONYMS:

2.1. DEFINITIONS:

2.1.1. CONTRACTOR. A supplier or vendor awarded a contract to provide specific supplies or service to the government. The term used in this contract refers to the prime.

2.1.2. CONTRACTING OFFICER. A person with authority to enter into, administer, or terminate contracts, and make related determinations and findings on behalf of the government. Note: The only individual who can legally bind the government.

2.1.3. CONTRACTING OFFICER'S REPRESENTATIVE (COR). An employee of the U.S. Government appointed by the contracting officer to administer the contract. Such appointment shall be in writing and shall state the scope of authority and limitations.

This individual has authority to provide technical direction to the Contractor as long as that direction is within the scope of the contract, does not constitute a change, and has no funding implications. This individual does NOT have authority to change the terms and conditions of the contract.

2.1.4. DEFECTIVE SERVICE. A service output that does not meet the standard of performance associated with the PWS.

2.1.5. DELIVERABLE. Anything that can be physically delivered, but may include non-manufactured things such as meeting minutes or reports.

2.1.6. KEY PERSONNEL. Contractor personnel that are evaluated in a source selection process and that may be required to be used in the performance of a contract by the Key Personnel listed in the PWS. When key personnel are used as an evaluation factor in best value procurement, an offer can be rejected if it does not have a firm commitment from the persons that are listed in the proposal.

2.1.7. PHYSICAL SECURITY. Actions that prevent the loss or damage of Government property.

2.1.8. QUALITY ASSURANCE. The government procedures to verify that services being performed by the Contractor are performed according to acceptable standards.

2.1.9. QUALITY ASSURANCE Surveillance Plan (QASP). An organized written document specifying the surveillance methodology to be used for surveillance of Contractor performance.

2.1.10. QUALITY CONTROL. All necessary measures taken by the Contractor to assure that the quality of an end product or service shall meet contract requirements.

2.1.11. SUBCONTRACTOR. One that enters into a contract with a prime Contractor. The Government does not have privity of contract with the subcontractor.

2.1.12. WORKDAY. The number of hours per day the Contractor provides services in accordance with the contract.

2.1.12. WORK WEEK. Monday through Friday, unless specified otherwise.

2.2. <u>ACRONYMS</u>:

ACOR	Alternate Contracting Officer's Representative
AFARS	Army Federal Acquisition Regulation Supplement
AR	Army Regulation
CCE	Contracting Center of Excellence
CFR	Code of Federal Regulations
CONUS	Continental United States (excludes Alaska and Hawaii)
COR	Contracting Officer Representative
COTR	Contracting Officer's Technical Representative
COTS	Commercial-Off-the-Shelf
DA	Department of the Army
DD250	Department of Defense Form 250 (Receiving Report)

DD254	Department of Defense Contract Security Requirement List
DFARS	Defense Federal Acquisition Regulation Supplement
DMDC	Defense Manpower Data Center
DOD	Department of Defense
FAR	Federal Acquisition Regulation
HIPAA	Health Insurance Portability and Accountability Act of 1996
HOR	Home of Record
MoDA	Ministry of Defense Advisor
MoDSLA	Ministry of Defense Senior-Level Advisor
MoPAA	Ministry of Peshmerga Affairs Advisor
OCI	Organizational Conflict of Interest
OCONUS	Outside Continental United States (includes Alaska and Hawaii)
ODC	Other Direct Costs
PCO	Procuring Contracting Officer
PIPO	Phase In/Phase Out
POC	Point of Contact
PRS	Performance Requirements Summary
PWS	Performance Work Statement
QA	Quality Assurance
QAP	Quality Assurance Program
QASP	Quality Assurance Surveillance Plan
QC	Quality Control
QCP	Quality Control Program
TE	Technical Exhibit
USG	United States Government

PART 3
GOVERNMENT FURNISHED PROPERTY, EQUIPMENT, AND SERVICES

3. GOVERNMENT FURNISHED ITEMS AND SERVICES:

3.1 Billeting. The USG will provide living quarters for cultural advisors working on site.

3.2 The USG will provide military transportation as necessary and three meals per day in the cafeteria and quarters on a US Mission – Iraq (USM-I) installation.

3.3 Life Support (medical). The Contractor will provide medical support for all Contractor personnel. This is typically done by arranging with commercial providers in the International Zone (IZ). Work locations may be remote and the working and living conditions may be austere, consisting of tents, containerized housing units with separately located shower and toilet facilities or dormitory type, hard-walled buildings. Additionally, work may be required to be performed in potentially hostile environments with threats of attacks via direct fire, rocket, mortar, or improvised explosive device (IED).

3.4 In Country Transportation. Contractor personnel shall not plan on having access to vehicles or self-drive capability. They will have access to shuttle services where available. However, employees will be required to walk across compounds, in all weather conditions, to reach the dining facilities and offices. Transportation to and from Iraq is via commercial air. Movement within Iraq will be by USG air and

vehicles with security provided.

3.5 Intra-Country Transportation. The Contractor shall provide all transportation to and from Baghdad International Airport (BIAP) for entry to and exit from Iraq for purposes to include mobilization and demobilization and R&R. At USG discretion, transportation to Amman, Jordan may be provided by the Government. The Contractor will then be responsible for any follow-on travel. To further clarify, for R&R, Mobilization, and Demobilization, the contractor will be responsible for providing transportation from BEC to BIAP and vice versa (BIAP to BEC). For TDY and Ordered Departures travel, the USG will be responsible for providing transportation from BEC to BIAP and vice versa (BIAP to BEC).

3.6 Communication Equipment/Services. The USG will provide office equipment and office supplies required for performance. This includes automation equipment and network connectivity. The USG will provide adequate computer support and telephone access to enable Contractor personnel to meet the stated requirements. The contractor shall not pay for rent, lease, purchase, computers, or any other non-USG automation equipment. USG cell phones may be provided on an as available and as required basis to perform official USG business only. Contractor personnel are not authorized to perform official duties with privately owned equipment without prior written approval from the PCO.

3.7 Damage/Defective GFE. Contractor personnel must report damage to government facilities and equipment immediately upon discovery of such damage. Equipment found to be defective must also be reported in a timely manner to allow for repair or replacement. Damaged or defective reports will be submitted to the COR.

3.8 Organizational Clothing and Individual Equipment (OCIE) and Personal Protective Equipment (PPE). Contractor personnel shall not draw OCIE or PPE while processing through a CONUS Replacement Center (CRC). OCIE is not required for the performance of this contract and PPE will be provided upon arrival at the US Embassy in Baghdad. It is impossible to bring most OCIE and PPE into Iraq through Customs in the commercial airports. The Contractor is fully responsible for any OCIE or PPE that is lost in transit for any reason.

PART 4
CONTRACTOR FURNISHED ITEMS AND SERVICES

4. CONTRACTOR FURNISHED ITEMS AND RESPONSIBILITIES:

4.1 General: The Contractor shall furnish all supplies, equipment, facilities, and services required to perform work under this contract that are not listed under Section 3 of this PWS.

4.2 Secret Facility Clearance: The contractor must possess and maintain a SECRET facility clearance from the Defense Security Service. The Contractor's employees, performing work in support of this contract must have been granted a SECRET security clearance from the Defense Industrial Security Clearance Office IAW DD 254.

4.3. Materials: N/A.

4.4. Equipment: The Contractor shall provide medical support for all Contractor Personnel. The Contractor shall provide all transportation to and from Baghdad International Airport (BIAP) for entry to and exit from Iraq for purposes to include mobilization and demobilization and R&R.

PART 5 SPECIFIC TASKS

5. SPECIFIC TASKS:

5.1 CONTRACTOR MANPOWER REPORTING

The contractor must report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract via a secure data collection site. The contractor is required to report manpower data in the Service Contract Reporting (SCR) section of the System for Award Management (SAM) (http://sam.gov). Reporting inputs will be for the labor executed during the period of performance during each Government fiscal year (FY), which runs from October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported no later than October 31 of each calendar year. The below link to the DoD "Guidebook for Service Contract Reporting in the System for Award Management" Security Classification Guidance, DODI 5230.29.

5.2 CONTRACTOR TRAINING

AT Level I Training. All Contractor employees, to include Subcontractor employees, requiring access Army installations, facilities and controlled access areas shall complete AT Level I awareness training within 14 calendar days after contract start date or effective date of incorporation of this requirement into the contract, whichever is applicable. The Contractor shall submit certificates of completion for each affected Contractor employee and Subcontractor employee, to the COR or to the contracting officer, if a COR is not assigned, within 14 calendar days after completion of training by all employees and Subcontractor personnel. AT level I awareness training is available at the following website: https://atlevel1.dtic.mil/at.

Access and General Protection/Security Policy and Procedures. Contractor and all associated Subcontractors employees shall comply with applicable installation, facility and area commander installation/facility access and local security policies and procedures (provided by Government representative). The Contractor shall also provide all information required for background checks to meet installation access requirements to be accomplished by installation Provost Marshal Office, Director of Emergency Services or Security Office. Contractor workforce must comply with all personal identity verification requirements as directed by DoW, HQDA and/or local policy. In addition to the changes otherwise authorized by the changes clause of this contract, should the Force Protection Condition (FPCON) at any individual facility or installation change, the Government may require changes in Contractor security matters or processes.

AT Awareness Training for Contractor Personnel Traveling Overseas. This

training is required for US based Contractor employees and associated Subcontractor employees to make available and to receive Government provided area of responsibility (AOR) specific AT awareness training as directed by AR 525-13. Specific AOR training content is directed by the combatant commander with the unit ATO being the local point of contact.

iWATCH Training. The Contractor and all associated Subcontractors shall brief all employees on the local iWATCH program (training standards provided by the requiring activity ATO). This local developed training will be used to inform employees of the types of behavior to watch for and instruct employees to report suspicious activity to the COR. This training shall be completed within 30 calendar days of contract award and within 30 calendar days of new employees commencing performance with the results reported to the COR NLT 45 calendar days after contract award.

Contractor Employees Who Require Access to Government Information Systems. All Contractor employees with access to a government info system must be registered in the ATCTS (Army Training Certification Tracking System) at commencement of services and must successfully complete the DoW Information Assurance Awareness prior to access to the IS and then annually thereafter.

For Contracts that Require an OPSEC Standing Operating Procedure/Plan. The Contractor shall develop an OPSEC Standing Operating Procedure (SOP)/Plan within 90 calendar days of contract award, to be reviewed and approved by the responsible Government OPSEC officer, per AR 530-1, Operations Security. This SOP/Plan will include the Government's critical information, why it needs to be protected, where it is located, who is responsible for it, and how to protect it. In addition, the Contractor shall identify an individual who will be an OPSEC Coordinator. The Contractor will ensure this individual becomes OPSEC Level II certified per AR 530-1.

For Contracts that Require OPSEC Training. Per AR 530-1, Operations Security, new Contractor employees must complete Level I OPSEC training within 30 calendar days of their reporting for duty. All Contractor employees must complete annual OPSEC awareness training.

For Information assurance (IA)/information technology (IT) training. All Contractor employees and associated Subcontractor employees must complete the DoW IA awareness training before issuance of network access and annually thereafter. All Contractor employees working IA/IT functions must comply with DoD and Army training requirements in DoW 8570.01, DoD 8570.01-M and AR 25-2 within six months of employment.

For Information Assurance (IA)/Information Technology (IT) certification. Per DoW 8570.01- M, DFARS 252.239.7001 and AR 25-2, the Contractor employees supporting IA/IT functions shall be appropriately certified upon contract award. The baseline certification as stipulated in DoW 8570.01-M

must be completed upon contract award.

For Contractors Authorized to Accompany the Force. DFARS Clause 252.225-7040, Contractor Personnel Authorized to Accompany U.S. Armed Forces Deployed Outside the United States. The clause shall be used in solicitations and contracts that authorize Contractor personnel to accompany US Armed Forces deployed outside the US in contingency operations; humanitarian or peacekeeping operations; or other military operations or exercises, when designated by the combatant commander. The clause discusses the following AT/OPSEC related topics: required compliance with laws and regulations, pre-deployment requirements, required training (per combatant command guidance), and personnel data required.

For Contract Requiring Performance or Delivery in a Foreign Country, DFARS Clause 252.225-7043, Antiterrorism/Force Protection for Defense Contractors outside the US. The clause shall be used in solicitations and contracts that require performance or delivery in a foreign country. This clause applies to both contingencies and non-continency support. The key AT requirement is for non-local national Contractor personnel to comply with theater clearance requirements and allows the combatant commander to exercise oversight to ensure the Contractor's compliance with combatant commander and subordinate task force commander policies and directives.

For Contracts That Require Handling or Access to Classified Information. Contractor shall comply with FAR 52.204-2, Security Requirements. This clause involves access to information classified "Confidential," "Secret," or "Top Secret" and requires Contractors to comply with— (1) The Security Agreement (DD Form 441), including the National Industrial Security Program Operating Manual (DoD 5220.22-M); any revisions to DoD 5220.22-M, notice of which has been furnished to the Contractor.

Combat Trafficking in Persons. Mandatory General Awareness. All Contractor employees and associated Subcontractor

Threat Awareness Reporting Program. For all Contractors with security clearances. Per AR 381-12 Threat Awareness and Reporting Program (TARP), Contractor employees must receive annual TARP training by a CI agent or other trainer.

5.3 CONTRACTOR REPORTS AND DELIVERABLES

5.3.1 The Contractor shall submit all reports electronically, in the Contractor's format, and using Microsoft Office. Submitted reports are the property of the USG and will be treated as For Official Use Only (FOUO).

5.3.2 Daily Accountability Report. The Contractor shall submit a daily accountability report for all Contractor personnel in Iraq to the USMILGP - Iraq Human Resources

section. The suspense time for this report shall be coordinated with the USMILGP - Iraq Human Resources Director.

5.3.3 Self-Assessment Reports: The Contractor shall submit monthly self-assessment reports and a quarterly roll up self- assessment for submission to the COR and PCO. The report shall include the following:

- Personnel assigned during the reporting period
- Duties/Activities accomplished during the reporting period
- Problems and corrective actions taken
- Issues/Concerns
- Personnel Status –include gains and losses
- Recommended plan/strategy adjustments and way ahead

5.3.4 The PCO and/or COR shall reject or require correction to any reports or deliverables that do not meet the above requirements and other requirements as stated by PWS.

PART 6
APPLICABLE PUBLICATIONS

6. APPLICABLE PUBLICATIONS (CURRENT EDITIONS)

6.1 The Contractor must abide by all applicable regulations, publications, manuals, and local policies and procedures.

PART 7
ATTACHMENT/TECHNICAL EXHIBIT LISTING

7. Attachment/Technical Exhibit List:

7.1 Attachment 1/Technical Exhibit 1 – Performance Requirements Summary

7.2 Attachment 2/Technical Exhibit 2 – Deliverables Schedule

TECHNICAL EXHIBIT 1

Performance Requirements Summary

The Contractor service requirements are summarized into performance objectives that relate directly to mission essential items. The performance threshold briefly describes the minimum acceptable levels of service required for each requirement. These thresholds are critical to mission success.

Performance Objective	Performance Threshold	Method of Surveillance
PRS # 1. The Contractor shall provide Program Management (Overall Program). PWS Para 1.12	No more than 2 validated customer complaints in a 30-calendar day period.	Validated by COR and PCO.
PRS # 2 The Contractor shall provide Program Management (Communication) Timeliness of Meeting Minutes, Reports, Plans, and Data. PWS Para 1.12	Reports are timely, complete and accurate 95% of the time.	Validated by COR.
PRS # 3 The Contractor shall provide Program Management (Communication) Accuracy of Meeting Minutes, Reports, Plans, and Data. PWS Para 1.12	No more than 2 rejections within a 30-calendar day period.	Validated by COR.
PRS # 4 The Contractor shall provide Program Management (Initial Contract Mobilization of New Personnel) (timeliness). PWS Para 1.12	100% mobilized within specified time- period stated in the contractor's Mobilization Plan and agreed to by the PCO.	Validated by COR and PCO.

PRS # 5 The Contractor shall provide Program Management (Qualifications of Personnel). PWS Para 1.12	100% of Contractor personnel qualifications presented to the USG meet contract and contract standards.	Validated by COR and PCO.
PRS # 6 The Contractor shall provide Program Management (Personnel Replacement)(timeliness). PWS Para 1.12	Provide replacement personnel boots on ground within 75 calendar days.	Validated by PCO.
PRS # 7 The Contractor shall provide Program Management (Personnel Retention). PWS Para 1.12	Personnel vacancy rate is 34% or less.	Validated by PCO.

TECHNICAL EXHIBIT

2 DELIVERABLES

SCHEDULE

Deliverable	Frequency	# of Copies	Medium/Format	Submit To
Daily Accountability Report. PWS para 1.12	Daily	1 Copy	Microsoft Office	USMILGP - Iraq Attn: COR, Contract Specialist
Self-Assessment Reports. PWS para 1.12	Monthly	1 Copy	Microsoft Office	USMILGP - Iraq Attn: COR, PCO, Contract Specialist
Self-Assessment Reports. PWS para 1.12	Quarterly	1 Copy	Microsoft Office	ACC-RI Attn: COR, PCO, Contract Specialist