



**Allied Command Transformation
Office of the Supreme Allied Commander
Transformation**

Norfolk, Virginia | USA



Provision of 50 Laptops for Deployable CIS Capability

Part 1 Bidding Instructions

IFIB-ACT-SFN-22-49

Amendment # 3

(All changes identified by red text)

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PART 1 BIDDING INSTRUCTIONS

1. General.

This is a Firm Fixed Price (FFP) Deliverables contract for the provision of 50 Laptops to establish a Deployable CIS Equipment Pool (DCEP) to support NS and MS for staff embarkation on various US and NATO ships and increase network capabilities at the Headquarters Naval Striking and Support Forces NATO (STRIKFORNATO) SFN HQ in various locations during exercises and operations.

2. Classification.

This Invitation for International Bid (IFIB) is an UNCLASSIFIED document.

3. Definitions.

- a) The “Prospective Bidder”, shall refer to the entity that has completed and returned the Enclosure of the transmittal letter of this IFIB, and has indicated thereon its intention without commitment, to participate in this IFIB.
- b) The term “Bidder”, shall refer to the bidding entity that has completed a bid in response to this IFIB.
- c) The term “Contractor” shall refer to the bidding entity to which the contract is awarded.
- d) The term “Contracting Officer” designates the individual empowered to obligate the headquarters to a contractual obligation and to exercise overall supervision, from the HQ SACT perspective, of contract performance.
- e) “Contracting Officer’s Technical Representative” or “COTR” is the official who is appointed by HQ SACT and authorized in writing by the Contracting Officer to serve as their authorized representative, and to perform specific technical or administrative functions until their appointment is terminated by the Contracting Officer
- f) The term “HQ SACT” shall refer to Headquarters, Supreme Allied Command Transformation.
- g) The term “ACT” shall refer to Allied Commander Transformation.
- h) The term “SFN” shall refer to Naval Striking and Support Forces, NATO
- i) The term “NATO”, shall refer to the North Atlantic Treaty Organisation.
- j) The term “days” as used in this IFIB shall, unless otherwise stated, be interpreted as meaning calendar days.

4. Eligibility.

This IFIB is open to companies:

- (a) Established in a North Atlantic Treaty Organisation Alliance member nation.
- (b) Certified as an official reseller (or manufacturer) by the Original Manufacturer of the equipment that is part of this IFIB and legally authorised to operate in Europe, at the time of bidding.
- (c) That have performed the desired past performance including cost and scope, as described in this IFIB.
- (d) That have a minimum NATO SECRET Facility Security Clearance (FSC).
- (e) That have certification to use and sell Tempest Level B equipment.

5. Duration of Contract.

- (a) The contract awarded shall be effective upon date of award through 1 August 2022.

6. Exemption of taxes.

- (a) In accordance with the agreements (Article VIII of the Paris Protocol dated 25 August 1952) goods and services under this contract are exempt from taxes, duties and similar charges.

7. Amendment or Cancellation.

- (a) HQ SACT reserves the right to amend or delete any one or more of the terms, conditions or provisions of the IFIB prior to the date set for bid closing. A solicitation amendment or amendments shall announce such action.
- (b) HQ SACT reserves the right to cancel, at any time, this IFIB either partially or in its entirety. No legal liability on the part of HQ SACT shall be considered for recovery of costs in connection to bid preparation. All efforts undertaken by any bidder shall be done considering and accepting that no costs shall be recovered from HQ SACT.

8. Bidder Clarifications.

Prospective Bidders should seek clarification at their earliest convenience.

Any explanation regarding the meaning or interpretation of this IFIB, terms, clause, provision or specifications, shall be requested in writing, from the Contracting Officer.

In lieu of a bidder's conference, HQ SACT invites bidders to submit initial technical questions not later than **11 May 2022**. Questions received after this date may not be answered. All responses will be published to <https://www.act.nato.int/contracting>.

Information in response to all inquiries / requests for clarification to a prospective bidder shall be furnished to all prospective bidders at the following link:

<https://www.act.nato.int/contracting> as a Question and Answer addendum. All such addendums and any necessary solicitation amendments shall be incorporated into this IFIB. Oral Interpretations shall not be binding

9. Bid closing date.

(a) Bids shall be received at HQ SACT, Purchasing and Contracting Office, no later than **31 May 2022, 0800 hours**, Eastern Daylight Time, Norfolk, Virginia, USA. No bids shall be accepted after this time and date.

10. Bid Validity.

(a) Bids shall remain valid for a period of one hundred and twenty (120) calendar days from the applicable closing date set forth within this IFIB. HQ SACT reserves the right to request an extension of validity. Bidder shall be entitled to either grant or deny this extension of validity; HQ SACT shall automatically consider a denial to extend the validity as a withdrawal of the bid.

11. Contents of Proposal.

The proposal shall consist of 2 separate single PDF documents (Technical / Price) sent via e-mail as per the instructions. No hard copy proposals are required or will be accepted. E-mailed PDF documents shall be received no later than **31 May 2022, 0800 hours**, Eastern Daylight Time, Norfolk, Virginia, USA.

- (a) A table of contents for the entire proposal (See checklist provided as Enclosure #1)
- (b) The bidder's full name address, Point of Contacts, Telephone, Fax number and Internet site.
- (c) Compliance statement (See Enclosure #2);
- (d) Past performance (See Enclosure #3)
- (e) Company price proposal (Enclosure #4)
- (f) Provision of financial and technical volumes

12. Proposal Submission.

(a) Proposals shall be submitted in two separately e-mailed packages, one containing a single PDF document of the Technical volume and one containing a single PDF document of the Price volume. Multiple files that must be pieced together to form the technical proposal will be rejected. The e-mail subject and PDF files shall be clearly marked with the IFIB Solicitation reference number and indicate if it is the Technical or Price Volume.

(b) Proposal packages must be received by the HQ SACT identified Contracting Officers prior to the 0900 deadline. Delays in receipt due to server processes either at the contractor's facility, HQ SACT or both do not constitute an acceptable delay to the deadline. Contractors should ensure there is sufficient time to transmit proposals and confirm receipt prior to the established deadline.

(c) Price proposals shall be in Euro as the habitual residence and place of delivery

Naval Striking and Support Forces is Oeiras, Portugal. Contractor may request payment post award in alternate currency based on agreed conversion rate .

(d) Prices shall be on a Firm Fixed Price Basis and include any relevant discount schedule.

(e) It is the sole responsibility of the interested company to review any Q & A that may be issued in support of this solicitation, prior to bid submission at www.act.nato.int/contracting.

(f) No oral bids or oral modifications or telephonic bids shall be considered.

(g) It is the ultimate responsibility prior to submission that all proposal submissions are reviewed to ensure they meet the technical and administrative specifications and that offers meet the limitations and expressed conditions.

13. Late Proposals.

It is solely the bidder's responsibility to ensure that the proposal reaches HQ SACT prior to the established closing date and time. All late bids shall be disqualified. A delay in electronic transfer does not constitute a valid excuse for late submission.

14. Bid Withdrawal.

A bidder may withdraw their bid up to the date and time specified for bid closing. Such a withdrawal must be completed in writing or facsimile, with attention to the HQ SACT Contracting Officer. As this is a Best Value solicitation, prices will be held within the Contracting Officer's mailbox but will remain unopened until compliance has been determined. A bid withdraw will be annotated on the Contract Award Record.

15. Bid Evaluation.

(a) The evaluation of bids and determination as to the responsiveness and technical adequacy or technical compliance of the products and services requested shall be the responsibility of HQ SACT. Proposals shall be evaluated and award based upon the proposal that represents the **Best Value to NATO**. Such determinations shall be consistent with the evaluation criteria specified in the IFIB. HQ SACT is not responsible for any content that is not clearly identified in any proposal package.

(b) Proposals shall be evaluated taking into consideration of the following factors:

- Successful administrative submission of bid packages and requested Enclosures 1-4, as listed in this IFIB (Pass/Fail).
- Successful determination of Technical compliance (mandatory compliant/ non-compliant criteria). (Pass/Fail).
- Successful technical and price criteria. Best Value to NATO (**weighted 60% technical / 40% price**).
- Upon determination that the Technical volume is responsive and technically compliant,

such offers shall be forwarded to the next phase (Best Value) of the Contract Award Committee (CAC) two-step process.

- Acceptance of HQ SACT General Terms and Conditions.

Important Note: Award may be made from initial offers without discussions.

NATO will collect information from references provided by the Offeror in regard to its past performance. The Offeror must provide the information requested for performance risk evaluation, or affirmatively state that it possesses no directly related or similar past performance. Firms lacking relevant past performance shall receive a “technically not compliant” evaluation for performance risk.

16. Proposal Clarifications.

- (a) During the entire evaluation process, HQ SACT reserves the right to discuss any bid with the bidder in order to clarify what is offered and interpretation of language within the bid, to resolve potential areas of noncompliance.

17. Award.

- (a) HQ SACT will award to a single source. Subcontracting is permitted, if all other administrative requirements are met. Subcontractors must be eligible to compete for NATO opportunities.
- (b) HQ SACT CAC shall award the contract to the Bidder whose compliant proposal represents the Best Value to NATO.
- (c) HQ SACT reserves the right to negotiate minor deviations to the listed General Terms and Conditions to this IFIB.
- (d) Contract Award date is anticipated on or about **6 June 2022**.

18. Communications.

- (a) All communication related to this IFIB, between a prospective bidder and HQ SACT shall only be through the nominated HQ SACT Contracting Officer. Designated contracting staff shall assist the HQ SACT Contracting Officer in the administrative process. There shall be no contact with other HQ SACT personnel in regards to this IFIB. Such adherence shall ensure fair and open competition with equal consideration and competitive footing leverage to all interested parties.

- (b) **All correspondence must be forwarded to both POCs:**

Mrs. Tonya Bonilla, HQ SACT

Contracting Officer,

tonya.bonilla@act.nato.int and

Mrs. Kellie Hagen, Contracting Specialist

kellie.hagen@act.nato.int

PROPOSAL CONTENT / CHECKLIST

Table of Contents

- ☐ Bidder`s name, address, POC, contact numbers, email address.
- ☐ Compliance statement.
- ☐ Past performance (including References).
- ☐ Technical proposal (Include completed Annex B)
- ☐ Price proposal.

Enclosure 2

COMPLIANCE STATEMENT TO SEALED BID IFIB-ACT-SFN-22-49

It is hereby stated that our company has read and understands all documentation issued as part of IFIB-ACT-SFN-22-49. Our company proposal submitted in response to the referenced solicitation is fully compliant with the provisions of IFIB-ACT-SFN-22-49, and the intended contract with the following exception(s); such exemptions are considered non substantial to the HQ SACT solicitation provisions issued.

<u>Clause</u>	<u>Description of Minor Deviation.</u>
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(If applicable, add another page)

Company: _____ Signature: _____

Name & Title: _____ Date: _____

Company Bid Reference: _____

Bidder's proposal must be based on full compliance with the terms, conditions and requirements of the IFIB and all future clarifications and/or amendments. The bidder may offer variations in specific implementation and operational details provided that the functional and performance requirements are fully satisfied. In case of conflict between the compliance statement and the detailed evidence or explanation furnished, the detailed evidence/comments shall take precedence/priority for the actual determination of compliance. Minor or non- substantial deviations may be accepted. Substantial changes shall be considered non-responsive.

Enclosure 3

PAST PERFORMANCE INFORMATION FORM

PAST PERFORMANCE DATA

- (a) Contracting Agency:
- (b) Contract No:
- (c) Type of Contract (Firm Fixed Price, IDIQ, Requirements):
- (d) Title of Contract:
- (e) Description of products and services delivered that are relevant to Current Acquisition (Type of equipment, capacity, quantity, summary of activity developed)
- (f) Contract Euro Amount:
- (g) Period of Performance
- (h) Name, Address, Fax and Telephone No. of Reference
- (i) Indicate Whether Reference Acted as Prime or Sub-Contractor
- (j) Comments Regarding Compliance with Contract Terms and Conditions
- (k) Complete Contact Information for Client
- (l) Permission to Contact Client for Reference: Yes/ No
- (m) Name/Signature of Authorized Company Official

Enclosure 4

IFIB-ACT-SFN-22-49 PRICE PROPOSAL

COMPANY NAME: ABC, Inc

ADDRESS: Street, City, Post code

**TO: Chairman of Supreme Allied Commander
Transformation, (HQ SACT) Contracts Award
Committee
ATTN: Mrs. Tonya Bonilla
7857 Blandy Road,
Suite 100 Norfolk, VA 23551, USA**

SUBJECT: IFIB-ACT-SFN-22-49 Price Proposal

Please find on behalf of **Insert: Company Name** to provide HQ SACT with services (collectively referred as "ITEMS"), subject to the provisions, terms and conditions stated in IFIB-ACT-SFN-22-49 and the "**Insert :Company Name** Technical proposal", submitted in accordance with solicitation provisions.

Deliverable	(Cost) in Euro
Item 1: LAPTOP for Deployable CIS Capability	
Item 2: Viasat Eclipt Core 7mm/600 Enhanced 256 GB SSD with Keystone USB Token	
Item 3: Assembly Service	

Grand Total Contract Price €_____

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Please verify and acknowledge propriety of above by duly
completing signatures below. Authorizing Company Official:

Printed Name: _____ Position: Title:

Authorizing Company (Signature): _____, Date: _____.

Company name Witness Official:

Printed Name: _____ Position: Title:

Witness Signature: _____, Date _____.

Statement of Work for Provision of 50 Laptops for Deployable CIS Capability

1. Introduction.

- a. **STRIKFORNATO's Mission Statement:** On order, STRIKFORNATO (SFN) will provide a Maritime Battle Staff Operational Command (OPCOM) directly to SACEUR to deliver a rapidly deployable and scalable headquarters capable of planning and executing full spectrum joint maritime operations and providing command and control of maritime Ballistic Missile Defence, primarily through integration of U.S. naval and amphibious forces, in order to provide assurance, deterrence, and collective defence for the Alliance.

2. Background, Scope and Requirements.

a. **Background.**

HQ SFN static location is located at the TAF Building within the perimeter of the Portuguese Military compound, Reduto Gomes Freire, in Oeiras, Portugal. In addition to the static location in Oeiras, SFN operates from afloat command platforms, primarily USS MOUNT WHITNEY (LCC20), from other static locations such as military installations and/or commercial facilities and field camps.

To enable the operational community to Command and Control (C2) in an appropriate and effective way, the provision of specific information technology is required.

b. **Scope.**

This Statement of Work defines the requirements for the provision of 50 laptops.

c. **Requirements.**

- I. The system requirements in this SOW (Annex A) reflect the high readiness, flexibility, scalability, and sustainability in accordance with the required military- and IT-security aspects.

Bidder will be responsible for the provision, assembly, and delivery of the required hardware. The hardware must be TEMPEST LEVEL B (NATO SECAN Doctrine and Information Publications) (NATO standards for TEMPEST) 27/2 level B) certified.

- II. Bidder must ensure to source the ViaSat Eclipt SSD, as this is the sole product in compliance with security policies.

- III. Upon delivery of the 50 encrypted Laptops, NATO Information Communications Agency Support Unit Lisbon will support the testing and verification that all technical and IT-security specifications are met to effectively support STRIKFORNATO mission.

- IV. Bidder will provide a detailed Certification of a Two-Year Maintenance and Defective Product Warranty in compliance with EU regulations with their submission of bid.
- V. Included in the Technical Proposal, bidder will provide the technical specifications for all the deliverables.

3. Type of Contract and Period of Performance.

- a. This is a Firm Fixed Price (FFP) Contract based on the SOW deliverables and schedule. The contract will be awarded as a Best Value to NATO.
- b. **Required Delivery Date.** The delivery of goods and services **as soon as possible and** no later than ~~4 August 2022~~ **30 October 2022**. Shipment must include tracking number for tracking visibility purposes.

4. Place of Delivery

- a. Bidder is expected to deliver the goods at Headquarters Naval Striking and Support Forces NATO, Reduto Gomes Freire, Estrada da Medrosa, 2780-070 Oeiras, Portugal.
The shipment fees of the delivery of the equipment/service scope of this IFIB to STRIKFORNATO shall be included in the price proposal.

5. Partial Bidding

- a. Partial bidding is not allowed.

6. Tasking and Deliverables

a. Technical Details. (see Annex A)

b. Scope.

Contractor shall deliver 50 laptops with the ViaSat Eclypt SSD fully integrated. Each package must be accompanied with an itemized packing list. .

7. Personnel Requirements for Statement of Work

- a. **Experience.** Prime contractor and subcontractor(s)/teaming partners (if applicable) shall be an active supplier of IT equipment with at least five years of experience.
- b. **Certification.** Shall be certified as an official reseller (or manufacturer) by the Original Manufacturer of the equipment that is part of this IFIB.
- c. **Special Requirements**
 - I. Prime contractor and subcontractor(s)/teaming partners (if applicable) must have a NATO SECRET Facility Security Clearance to use, produce, and maintain NATO classified equipment.

- II.** Prime contractor and subcontractor(s)/teaming partners (if applicable) must have an accreditation to use and sell Tempest Level B equipment.
- III.** Both Prime and subcontractor representatives must be fluent in English (oral and written).

8. Proof of Past Performance

- a. Contractor is to provide a minimum of two (2) past performance citations (for work within the past five years) to show that it has successfully completed work that is similar to or directly traceable to the scope of work and requirements outlined in this SOW.

9. Contractor Technical Evaluation

- a. Each responding Contractor company shall be judged on technical information provided in response to this SOW to determine Technical Compliance. It is the responsibility of the Contractor company to clearly demonstrate the company unequivocally meets full compliance. Proposals shall be assessed and evaluated in accordance to Annex B to this solicitation.

Annex A

Technical Details of the Deliverables

ITEM	EQUIPMENT/SERVICE	REQUIREMENTS	QUANTITY
1	LAPTOP for Deployable CIS Capability		50
	Criteria		
	Security	TEMPEST certified to CFTCS GPG14 SDIP-27/2 Level B	
		Manage KEYMAT	
		Key encrypted drives	
		Perform hardware functional test	
	Processor	Intel i7-1165G7 Processor	
		Integrated	
		Intel® Intel Iris X Graphics	
		(capability to integrate a second display)	
	Memory	32 GB DDR4-3200 SDRAM	
	Screen	14" diagonal FHD, (1920 x 1080)	
	Wireless LAN	Bluetooth/Wifi disabled	
	Storage	Capable for integrated 2.5" removable caddy to house Eclipt 600 drive.	
		Laptop needs to be fully compatible with ViaSat SSD Eclipt 600	
	Ports	2x USB 2.0 via Lemo	
		Up to 2x USB 3.1 Type-C® with Thunderbolt™	
		support (including charging), to include USB C to video cable (DisplayPort)	
		1x HDMI	
		1x headphone/microphone combo via Lemo	
		1x AC power	
		1x LC fibre network port (1GB or 100MB)	
	Battery	Long Life 3-cell, 53 Wh Li-ion (non field repairable)	
	Power Supply and Cords	Power Dual voltage capability	
	Peripheral	Keyboard with United States language	
		Mouse	
	Appearance	Black colour	
2	Viasat Eclipt Core 7mm/600 Enhanced 256GB SSD with Keystone USB Token		50
		The SSDs must be ordered through VIASAT as this specific SSD is the only compatible/authorized hard drive for NATO Secret configuration.	
3	Assembly service	INSTALLATION OF THE 50 Eclipt IN THE 50 LAPTOPS	1

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Annex B: Review and Scoring Table

Company _____

Bidders will be evaluated using the following grading matrix. Bidders should ensure their submitted proposal addresses ALL areas of the evaluation matrix to get the most points. Bidders should cite page numbers and/or specific areas in their proposal for each of the criteria to help with the proposal evaluation.

Note: A score of 0 (zero) points in any Criteria from 1 to 5 or a “N” will result in TECHNICAL NONCOMPLIANCE.

SERIAL	MAJOR ITEMS CRITERIA	COMPLIANT (Y)	NON COMPLIANT (N)
1	The hardware is TEMPEST LEVEL B (NATO SECAN Doctrine and Information Publications (NATO standards for TEMPEST) 27/2 level B) certified.		
2	Provide, with the bid, a detailed Certification of a Two-Year Maintenance and Defective Product Warranty in compliance with EU regulations.		
3	Provide the technical specifications for all the deliverables.		
4	Bidder is certified as an official reseller (or manufacturer) by the Original Manufacturer of the equipment that is part of this IFIB.		
5	Bidder has a NATO SECRET Facility Security Clearance to use, produce, and maintain NATO classified equipment.		
SERIAL	GRADING ITEMS CRITERIA	RANGE	SCORE
1	Bidder has 5 years minimum professional experience in IT equipment.	< 5 years: 0 5 – 7 years: 5 > 7 years: 10	
2	Delivery of the products and service according to Annex A as soon as possible and no later than 1 August 2022 30 October 2022 based on the SOW deliverables.	Delivery after 1 August: 0 Delivery between 1 July and 1 August: 5 Delivery until 30 June: 10 Delivery after 30	

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		October: 0 Delivery between 1 September and 30 October: 5 Delivery until 31 August: 10	
3	Bidder provide a minimum of two (2) past performance citations (for work within the past five years) to show that it has successfully completed work that is similar to or directly traceable to the scope of work and requirements outlined in this SOW.	< 2 projects: 0 2 – 5 projects: 5 > 5 projects: 10	

ACT General Contract Terms and Conditions

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- 39. Contract Effective Date**
- 40. Enforcement**
- 41. Order of Precedence**

42. Entire Agreement

1. Definitions. As used throughout this contract, the following terms shall have meanings as set forth below:

a. "HQ SACT" means the Supreme Headquarters Allied Command Transformation, located at 7857, Blandy Road, Suite 100, Norfolk, Virginia, United States of America. Wherein a subordinate command is referred, it shall have equal meaning and representation as HQ SACT. (HQ SACT SEE, JALLC, JWC, JFTC).

b. Contracting Officer means the person executing and managing this contract on behalf of HQ SACT.

c. Inspector means a person appointed by the Contracting Officer for the purpose of determining compliance with the technical requirements of the contract.

d. The North Atlantic Treaty Organization is hereafter referred to as "NATO".

e. The term "days" shall be interpreted as meaning calendar days

2. Applicable law. Except as otherwise provided in this contract, this contract shall be governed, interpreted and construed with the laws of the commonwealth of Virginia of the United States of America.

3. Assignment. This agreement is not assignable by the Contractor either in whole or in part unless agreed in writing by HQ SACT Contracting Officer in accordance with;

a. Any modifications, including changes, additions or deletions and instructions under this contract shall not be binding unless issued in writing by the Contracting Officer

b. Sub-contractors shall be limited to citizens or legal entities of member nations of NATO, unless specifically authorized by the Contracting Officer.

c. The Contractor shall determine that any sub-contractor proposed by him for the furnishing of supplies or services which shall involve access to classified information in the Contractor's custody has been granted an appropriate facility security clearance by the sub-contractor's national authorities, which is still in effect, prior to being given access to such classified information.

4. Acceptance

a. Acceptance or rejection of the supplies shall be made as promptly as practicable after delivery, except as otherwise provided in this contract.

b. Acceptance shall be conclusive, except for latent defects, fraud, gross mistakes amounting to fraud, or otherwise stated in the Contract. It is the action by which HQ SACT acknowledges that the Contractor has fully demonstrated that the deliveries are complete and operational. The formal acceptance will take place when the following requirements have been met:

- Availability at final destination of all deliverables.

- Successful completion of acceptance testing.

- Verification of the inventory.
- Satisfactory completion of all training or other services, if any, required by that date.
- Agreement between the Contracting Officer and the Contractor on a discrepancy list (if necessary) and corresponding clearance dates.

c. When discrepancies exist and if these do not prevent satisfactory use or operation of the supplies, the Contracting Officer may declare the acceptance provisional. In this case he will withhold from payment an amount commensurate with the importance of the discrepancies but in any case not less than ten (10) percent of the total contract value and this until all discrepancies have been cleared; at that time the acceptance becomes final.

5. Service and Parts Availability. Unless as specified otherwise in the Technical Specifications, the Contractor and his subcontractors will maintain and furnish a source of an adequate supply of services, components, spare parts and sub-assemblies to properly maintain the supplies for a period of minimum five (5) years from Contract Effective Date.

6. Preferred Customer

a. The Contractor warrants that the prices set forth in this contract are as favorable as those extended to any Government, Agency, Company, Organization or individual purchasing like quantities covered by the contract under similar conditions. In the event that prior to complete delivery under this contract the Contractor offers any of such items in substantially similar quantities to any customer at prices lower than those set forth herein, the Contractor shall so notify HQ SACT and the prices of such items shall be correspondingly reduced by a supplement to this contract.

b. Prices in this sense means "Base Price" prior to applying any bonuses.

7. Notice of Shipment

a. At the time of delivery of any supplies to a carrier for transportation, the Contractor shall give notice of shipment to the Contracting Officer and to such other persons or installations as are designated by the Contracting Officer. If such instructions have not been received by the Contractor at least one working day prior to such delivery to a carrier, the Contractor shall request instructions from the Contracting Officer concerning notice of shipment to be given.

b. The following information shall be included in such notification:

(1) Contract Number

(2) Shipping address

From: (Name and complete address of consignor) To: (Name and complete address of consignee)

(3) Listing of supplies by Contract Items(s)

(4) Number of and marking on packages(s)

(5) Weight and dimensions of packages(s)

(6) Name and address of Carrier, mode and date of shipment with waybill number,

(7) Customs documents required by Contractor (if applicable).

8. Security

a. The Contractor shall comply with all security requirements prescribed by HQ SACT and the National Security Authority or designated security agency of each NATO country in which the contract is performed.

b. The Contractor shall be responsible for the safeguarding of NATO classified information, material and equipment entrusted to him or generated by him in connection with the performance of the contract.

c. Any known or suspected breaches of security or other matters of security significance shall be reported by the Contractor to the Contracting Officer and to the National Security Authority or designated security agency.

d. The Contractor shall apply to the Contracting Officer for approval before sub- contracting any part of the work, if the sub-contract would involve the sub-contractor in access to classified information. The Contractor shall place the sub-contractor under security obligations no less stringent than those applied to his own contract

9. Inspection

a. Unless otherwise specifically provided for in the specifications, all equipment, materials and articles incorporated in the work covered by this contract are to be new and of the most suitable grade of their respective kinds for the purposes intended. All workmanship shall be first class.

b. All supplies (which terms throughout this clause includes without limitation raw materials, components, intermediate assemblies, and end products) shall be subject to inspection and test by HQ SACT, to the extent practicable at all times and places including the period of manufacture, and in any event prior to acceptance.

c. In case any supplies are defective in material or workmanship or otherwise not in conformity with the requirements of this contract, HQ SACT shall have the right either to reject them (with or without instructions as to their disposition) or to require their correction or to accept them against reduction in price which is equitable under the circumstances.

d. If any inspection or test is made by HQ SACT on the premises of the Contractor or sub-contractor, the Contractor without additional charge shall provide all reasonable facilities and assistance to inspectors in the performance of their duties. If HQ

SACT inspection or test is made at a point other than the premises of the Contractor or a sub-contractor, it shall be at the expense of HQ SACT except as otherwise provided in this contract. In case of rejection HQ SACT shall not be liable for any reduction in value of samples used in connection with such inspection or test. HQ SACT reserves the right to charge to the Contractor any additional cost of HQ SACT inspection and test when supplies are not ready at the time such inspection, when test is requested by Contractor or when reinspection or retest is necessitated by prior rejection. Failure to inspect supplies shall neither relieve the Contractor from responsibility for such supplies as are not in accordance with the contract requirements nor impose liability on HQ SACT therefore.

e. The inspection and test by HQ SACT of any supplies does not relieve the Contractor from any responsibility regarding defects or other failures to meet the contract requirements which may be discovered prior to acceptance. Except as otherwise provided in the contract.

acceptance shall be conclusive except as regards latent defects, hidden deficiencies, fraud, or such gross mistakes as amount to fraud.

10. Title. Unless specified elsewhere in this contract, title to supplies furnished under this contract shall pass to HQ SACT upon acceptance, regardless of when or where HQ SACT takes physical possession.

11. Supply Warranty

a. Notwithstanding inspection and acceptance by HQ SACT of supplies furnished under the contract or any provision of this contract concerning the conclusiveness thereof, the Contractor warrants that for a period of twelve (12) months following the date of acceptance:

(1) All supplies furnished under this contract will be free from defects in material or workmanship and will conform with the specifications and all other requirements of this contract; and

(2) The preservation, packaging, packing and marking and the preparation for and method of shipment of such supplies will conform with the requirements of this contract.

b. The Contracting Officer shall give written notice to the Contractor of any breach of the warranties in paragraph a. of this clause within thirty (30) days after discovery of any defect.

c. Within a reasonable time after such notice, the Contracting Officer may either:

(1) By written notice require the prompt correction or replacement of any supplies or part thereof (including preservation, packaging, packing and marking) that do not conform with requirements of this contract within the meaning of Paragraph a. of this clause; or

(2) Retain such supplies, whereupon the contract price thereof shall be reduced by an amount equitable under the circumstances and the Contractor shall promptly make appropriate payment.

d. When return, correction or replacement is required, the Contracting Officer shall return the supplies and transportation charges and responsibility for such supplies while in transit shall be borne by the Contractor. However, the Contractor's liability for such transportation charges shall not exceed an amount equal to the cost of transportation by the usual commercial method of shipment between the designated destination point under this contract and the Contractor's plant and return.

e. If the Contractor does not agree as to his responsibility to correct or replace the supplies delivered, he shall nevertheless proceed in accordance with the written request issued by the Contracting Officer per paragraph c to correct or replace the defective or nonconforming supplies. In the event it is later determined that such supplies were not defective or nonconforming within the provisions of this clause, the contract price will be equitably adjusted. Failure to agree to such an equitable adjustment of price shall be a dispute concerning a question of fact within the meaning of the clause of this contract entitled "Dispute".

f. Any supplies or parts thereof furnished in replacement pursuant to this clause shall also be subject to all the provisions of this clause to the same extent as supplies initially delivered. Corrected parts will be warranted for a period not less than six (6) months starting at the time the part is received back at the user's location.

g. In case of a provisional acceptance the warranty period starts at the date of provisional acceptance and ends twelve (12) months after the date of provisional acceptance.

h. Failure to agree upon any determination to be made under this clause shall be a dispute concerning a question of fact within the meaning of the "Disputes" clause of this contract.

i. The word "supplies" as used herein includes related services.

j. The rights and remedies of HQ SACT provided in this clause are in addition to and do not limit any rights afforded to HQ SACT by any other clause of the contract.

12. Invoices

a. The contractor shall submit an original invoice and three (3) copies (or electronic invoice, if authorized) to the address designated in the contract to receive invoices. All invoices shall be submitted no later than 30 days upon completion of work or services performed. Standard Payment Terms are NET 30 days. An invoice must include: 1) Name and address of the Contractor; 2) Invoice date; 3) Purchase Order number and Purchase Order or Contract line item number; 4) Description, quantity, unit of measure, unit price and extended price of the items delivered; 5) Shipping number and date of shipment including the bill of lading number and weight of shipment if shipped on a bill of lading; 6) Terms of any prompt payment discount offered; 7) Name and address of official to whom payment is to be sent; and 8) Name, title, and phone number of person to be notified in event of defective invoice. All invoices shall be certified by the signature of a duly authorized company representative. Invoices for Contractor Travel shall include: 1) Contractor name; 2) Date of Travel; 3) Number of days; 4) Destinations. All invoices shall be submitted to:

HQ SACT

Accounts Payable 7857 Blandy Road
Suite 100, SR-82,
Norfolk, VA 23551-2490

b. Electronic Fund Transfer is the prescribed method of payment for HQ SACT. Contractors are requested to submit copies of banking information available at <http://www.act.nato.int/organization/contracting/forms-contractor-travel>). Such information shall be submitted to HQ SACT 14 days prior to any contract award.

13. Payment. Payment shall be made for items accepted by HQ SACT that have been delivered to the delivery destinations set forth in this contract. Payments under this contract may be made by HQ SACT by electronic funds transfer payments or (check in exceptional cases) and shall submit this designation to the contracting officer as directed. In the event the Contractor, during the performance of this contract, elects to designate a different financial institution for receipt of any payment made using electronic funds transfer procedures, notification of such change and the required information must be obtained by HQ SACT thirty (30) days prior to the date such change is to become effective. The documents furnishing the information required in this clause must be dated and contain the signature, title, and telephone number of the Contractor official authorized to provide it, as well as the Contractor's name and Purchase Order number. Contractor failure to properly designate a financial institution or to provide appropriate payee bank account information may delay payments of amounts otherwise properly due. Discount time will be computed from date of delivery at place of acceptance or from receipt of correct invoice at the office specified by HQ SACT, whichever is later. For the purpose of computing the discount earned, payment shall be considered to have been made on the date which appears on the payment check or the specified payment date if an electronic funds transfer payment is made.

14. Taxes. The contract excludes all applicable Federal, State, and local taxes and duties. HQ SACT is a tax-exempt organization.

15. Excusable Delays. The Contractor shall be liable for default unless nonperformance is caused by an occurrence beyond the reasonable control of the Contractor and without its fault or negligence such as, acts of God or the public enemy, acts of HQ SACT in its sovereign or contractual capacity, fires, floods, epidemics, quarantine restrictions, strikes, unusually severe weather, and delays of common carriers. The Contractor shall notify the contracting Officer in writing as soon as is reasonably possible after the commencement of any excusable delay, setting forth the full particulars in connection therewith, shall remedy such occurrence with all reasonable dispatch, and shall promptly give written notice to the Contracting Officer of the cessation of such occurrence.

16. Indemnity. The contractor shall indemnify HQ SACT and its officers, employees and agents against liability, including costs for actual or alleged direct or contributory infringement of or inducement to infringe, any United States or foreign patent, trademark, copyright, or other intellectual property right, arising out of the performance of this contract, provided the Contractor is reasonably notified of such claims and proceedings.

17. Disputes. Except as otherwise provided, during the period of performance, any dispute between the parties arising out of the performance of this contract which is not disposed of by agreement shall be decided by the HQ SACT Contracting Officer, who shall reduce his decision to writing and mail or otherwise furnish a copy thereof to the Contractor. The decision of HQ SACT shall be final and conclusive unless, within thirty

(30) days from the date of receipt of such copy, the Contractor mails or otherwise furnishes to HQ SACT a written appeal. In connection with any appeal of HQ SACT decision under this paragraph, the Contractor shall be afforded an opportunity to be heard and to offer evidence in support of its appeal. A decision shall be rendered within thirty (30) days of receipt of appeal. HQ SACT FC decision is final.

18. Termination for Convenience. HQ SACT reserves the right to terminate this contract, or any part hereof, for its sole convenience. In the event of such termination, the Contractor shall immediately stop all work hereunder and shall immediately cause any and all of its suppliers and subcontractors to cease work. Subject to the terms of this contract, the Contractor shall be paid a percentage of the contract price reflecting the percentage of the work performed prior to the notice of termination, plus reasonable charges the Contractor can demonstrate to the satisfaction of HQ SACT using its standard record keeping system have resulted from the termination. In the event of the failure of the Contractor and the Contracting Officer to agree as provided in paragraph

d. upon the whole amount to be paid to Contractor by reason of the termination of work pursuant to this clause, the Contracting Officer shall pay to the Contractor the amounts determined by the Contracting Officer. The Contractor shall not be required to comply with the cost accounting standards or contract cost principles for this purpose. This paragraph does not give SACT any right to audit the Contractor's records. The Contractor shall not be paid for any work performed or costs incurred which reasonably could have been avoided.

19. Termination for Default

a. HQ SACT may, subject to the provisions of paragraph c. below, by written notice of default to the Contractor, terminate the whole or any part of this contract in any one of the following circumstances:

(1) If the Contractor fails to make delivery of the supplies or to perform the Services within the time specified herein or any extension thereof; or

(2) If the Contractor fails to perform any of the other provisions of this contract, or so fails to make progress as to endanger performance of this contract in accordance with its terms and in either of these two circumstances does not cure such failure within a period of ten days (or such longer period as the Contracting Officer may authorize in writing) after receipt of notice from the Contracting Officer specifying such failure.

b. In the event HQ SACT terminates this contract in whole or in part as provided in paragraph a. of this clause, HQ SACT may procure supplies or services similar to those so terminated and the Contractor shall be liable to HQ SACT for any excess costs for such similar supplies or services. The Contractor shall continue the performance of this contract to the extent not terminated under the provisions of this clause.

c. Except with respect to defaults of sub-contractors, the Contractor shall not be liable for any excess costs if the failure to perform the contract arises out of causes beyond the control and without the fault or negligence of the contractor. If the failure to perform is caused by the default of a sub-contractor, and if such default arises out of causes beyond the control of both the Contractor and sub-contractor, without the fault or negligence of either of them, the Contractor shall not be liable for any excess costs for failure to perform unless the supplies or services to be furnished by the sub-contractor were obtainable from other sources in sufficient time to permit the Contractor to meet the required delivery schedule.

d. If this contract is terminated as provided in paragraph a. of this clause, HQ SACT, in addition to any other rights provided in the clause, may require the Contractor to transfer title and deliver to HQ SACT in the manner and to the extent directed by the Contracting Officer:

(1) Any completed supplies and

(2) Such partially completed supplies and materials, parts, tools, die, jigs, Fixtures, plans, drawings, information and contract rights (hereinafter called "Manufacturing materials") as the Contractor has specifically produced or Specifically acquired for the performance of such part of this contract as has been terminated; and the Contractor shall, upon direction of the Contracting Officer, protect and preserve property in the possession of the Contractor in which HQ SACT has an interest. Payment for completed supplies delivered to and accepted by HQ SACT shall be at the contract price. Payment for manufacturing materials delivered to and accepted by HQ SACT and for the protection and preservation of property shall be in an amount agreed upon by the Contractor and Contracting Officer; failure to agree such amount shall be a dispute concerning a question of fact within the meaning of the clause of this contract entitled "Dispute". HQ SACT may withhold from amounts otherwise due the Contractor for such completed supplies or manufacturing materials such sum as the Contracting Officer determines to be necessary to protect HQ SACT against loss because of outstanding liens or claims of former lien holders.

e. If, after notice of termination of this contract under the provisions of this clause, it is determined for any reason that the Contractor was not in default under the provisions of this clause, or that the default was excusable under the provisions of this clause, the rights and

obligations of the parties shall, if the contract contains a clause providing for termination for convenience of HQ SACT, be the same as if the notice of termination had been issued pursuant to such clause. If, after such notice of termination of this contract under the provisions of this clause, it is determined for any reason that the Contractor was not in default under the provisions of this clause, and if this contract does not contain a clause providing for termination for convenience of HQ SACT the contract shall be equitably adjusted to compensate for such termination and the contract modified accordingly; failure to agree to any such adjustment shall be a dispute concerning a question of fact within the meaning of the clause of this contract entitled "Disputes".

f. Both parties are under duty of good faith. The contract includes not only the specific terms, but also law and customary practice applicable in the place where the contract is to be carried out and to the Type of Trade to which the contract relates.

20. Limitation of Liability. Except as otherwise provided by an express or implied warranty, the Contractor will not be liable to HQ SACT for consequential damages resulting from any defects or deficiencies in accepted items

21. Export Control. Contractor warrants that, if applicable all necessary technical assistance agreements (TAA), export control or other associated arrangements shall be valid prior to contract award. Should a Contractor require export pre-approval HQ SACT legal staff will be provided a preview of said companies request PRIOR to the companies submission to a Government entity. Upon validation of request by HQ SACT Legal staff, subject agreement or request may be submitted to appropriate authority. (Please note: There are no specified time delays regarding TAA, aor export control request being processed. However, experience has shown request can take anywhere from 30 days to 90 days depending on complexity of request, and administrative preparedness).

22. Risk of Loss. Unless the contract specifically provides otherwise, risk of loss or damage to the supplies provided under this contract shall remain with the Contractor until, and shall pass to HQ SACT upon: 1) Delivery of the supplies to a carrier, if transportation is f.o.b. origin; or 2) Delivery of the supplies to HQ SACT at the destination specified in the contract, if transportation is f.o.b. destination.

23. Authorization to Perform. The Contractor warrants that he and his sub- contractors have been duly authorized to operate and do business in the country or countries in which this contract is to be performed; that he and his sub-contractors have obtained all necessary licenses and permits required in connection with the contract; that he and the sub-contractors will fully comply with all the laws, decrees, labor standards and regulations of such country or countries during the performance of this contract; and that no claim for additional moneys with respect to any authorizations to perform will be made upon HQ SACT.

24. Performance. Candidates/contractors who accept HQ SACT issued contracts, shall, at a minimum, serve in a designated capacity for no less than 180 calendar days from commencement of contract period of performance. Contracts' with performance periods having less than 180 days in totality shall require contractors to serve a minimum of 50% of estimated performance period. Should a candidate vacate the contract in less time than described, HQ SACT reserves the right to cancel the contract in whole or part. Replacement candidates, if acceptable to HQ SACT, shall be reviewed by HQ SACT for compliance, and, or technical acceptance per the original Statement of Work and final acceptance by HQ SACT Contracting Officer.

25. Travel. In accordance with AFM Section 24, Contractor Travel, travel by contractors in support of the HQ SACT mission will only be performed when a member of the approved International HQ SACT Peacetime Establishment is unable to perform the mission. Once contractor travel has been established under a contract and a contractor is tasked to travel, the HQ SACT Contractor Travel Request form must be filled out and approved prior to any travel being conducted. This form may be found at:

<http://www.act.nato.int/organization/contracting/forms-contractor-travel>. The in-house Travel Agency will set the Transport Ceiling Cost and at that time the contractor may elect to book their transportation with the in-house travel agency. (Please refer to Clause Number 7 above). Transport tickets purchased through the in-house travel agency will be reimbursed by the HQ SACT entity directly to the in-house travel agency, and the applicable travel line of the contract will be charged. These costs will not be invoiced by, or paid to, the contractor company. When transport tickets are purchased through another source only the ceiling cost allocated by the in-house travel agency will be reimbursed to the contractor company.

Per Diem is based on the NATO Group One subsistence allowance, which covers meals, lodging, incidental expenses and any applicable overhead and/or fees. Per Diem Reimbursement will only be made at these rate amounts. NATO Group III daily subsistence allowances are posted on HQ SACT website at

<http://www.act.nato.int/organization/contracting/forms-contractor-travel>.

26. Proposed Candidates. No proposals shall be accepted or considered for candidates already assigned to an existing contract with HQ SACT, without the prior permission of the Contracting Officer. .

27. Partial awards will be allowed when determined in the best interests of NATO. The Contracting Awards Board and the Contracting Officer, when deemed prudent and necessary have the authority to make this determination. Partial bidding shall be consistent with released solicitation.

28. Competition. HQ SACT reserves the right to engage in Full and Open Competition after exclusion of sources.

29. Contractor Notice Regarding Delay. In the event the Contractor encounters difficulty in meeting performance requirements, or when he anticipates difficulty in complying with the contract delivery schedule or date, he shall immediately notify the Contracting Officer in writing, giving pertinent details; provided, however, that this data shall be informational only in character and that this provision shall not be construed as a waiver by HQ SACT of any delivery schedule or date, or of any rights or remedies provided by law or under this contract.

30. Notice and Assistance regarding Patent and Copyright Infringement

a. The Contractor shall report to the Contracting Officer, promptly and in reasonable written detail, each notice or claim of patent or copyright infringement based on the performance of this contract of which the Contractor has knowledge.

b. In the event of any claim or suit against HQ SACT on account of any alleged patent or copyright infringement arising out of the performance of this contract or out of the use of any supplies furnished or work or services performed hereunder, the Contractor shall furnish to HQ SACT, when requested by the Contracting Officer, all evidence and information in possession of the Contractor pertaining to such suit or claim. Such evidence and information shall be furnished at the expense of HQ SACT except where the Contractor has agreed to indemnify HQ SACT.

c. This clause shall be included in all sub-contracts.

31. Publicity, Public Relations, and Branding

a. Unless authorized in writing by the Contracting Officer, the Contractor shall not advertise or otherwise make public, including but not limited to photographs and films or public statements concerning this Contract, the fact that it is a contractor to HQ SACT [JALLC, JFTC, JWC], or use the name, emblem, logo, official seal or any abbreviation of the HQ SACT [JALLC, JFTC, JWC]. This obligation shall survive the completion, expiration, cancellation or termination of the Contract.

b. The Contractor shall ensure that all deliverables in support of the contract are consistent with NATO Approved Branding.

32. Health, Safety and Accident Prevention. If the Contracting Officer notifies the Contractor in writing of any non-compliance in the performance of this contract, with safety and health rules and requirements prescribed on the date of this contract by applicable national or local laws, ordinances and codes, and the Contractor fails to take immediate corrective action, the Contracting Officer may order the Contractor to stop all or part of the work until satisfactory corrective action has been taken. Such an order to stop work shall not entitle the Contractor to an adjustment of his contract price or other reimbursement for resulting increased costs, or to an adjustment of the delivery or performance schedule.

33. Prohibition of Sexual Exploitation and Abuse, and Sexual Harassment

a. The Contractor shall take all appropriate measures to prevent and respond to sexual exploitation or sexual abuse ("SEA") and sexual harassment ("SH") of anyone by its employees or any other persons engaged and controlled by the Contractor to perform any services under the Contract") including but not limited to vetting its potential employees. In the performance of the Contract, the Contractor shall comply with the standards of conduct set forth in the "The NATO Policy on Preventing and Responding to Sexual Exploitation and Abuse" of 20 November 2019.

b. In particular, the Contractor and Contractor's Employees shall not engage in any conduct that would constitute sexual exploitation or sexual abuse:

1) Sexual Exploitation is any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another. Acts that constitute sexual exploitation include, but are not limited to, the exchange of money, goods or other commodities and or services, employment or any exchange of assistance that is due to the local population in exchange for sex, including sexual favours or other forms of humiliating, degrading or exploitative behaviour. All such transactional sex, including the exploitation of the prostitution of others, is a form of sexual exploitation. Sexual relationships based on inherently unequal power dynamics are a form of sexual exploitation.

2) Sexual abuse is any actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions. Acts that constitute sexual abuse include, but are not limited to, any action or behaviour of a sexual nature that coerces, threatens or forces a person to engage in a sexual activity, or any unlawful sexual activity with a person under the age of 18.

c. Contractor and Contractor's Employees will also not engage in any conduct that would constitute sexual harassment:

1) SH is any unwelcome and unwanted behaviour of a sexual nature, whether verbal or physical that is offensive and creates a hostile or intimidating work environment.

2) SH may include unwelcome sexual advances, unsolicited requests for sexual favours, or any other behaviour of a sexual nature that might reasonably be expected or be perceived to intimidate, cause offense or humiliation to another, when such conduct interferes with work or is made a condition of employment. SH is particularly egregious when it is linked with direct or implied threats or promises about career prospects ("quid pro quo" harassment).

3) SH may occur between persons of any gender who can be either the target or the perpetrators of SH.

d. Contractor and Contractor's Employees will also not engage in any conduct that would constitute workplace discrimination (i.e. gender, race or ethnic origin, religion or belief, disability, age or sexual orientation, etc.) and others counter to HQ SACT and NATO's code of conduct policies.

e. In the performance of the Contract, should sufficient information of conduct described above against the Contractor or Contractor's Employees be brought to HQ SACT [JALLC, JFTC, JWC]'s attention, HQ SACT [JALLC, JFTC, JWC] shall commence a review into the Contractor's or Contractor's Employees' conduct in this regard in accordance with HQ SACT [JALLC, JFTC, JWC] regulations, rules, policies and procedures.

f. The Contractor acknowledges and agrees that any breach of any of the provisions set forth in this Clause, shall constitute a breach of an essential term of the Contract, and, in addition to any other legal rights or remedies available to any person, may give rise to grounds for suspension or termination of the Contract. In addition, nothing herein shall limit the right of HQ SACT [JALLC, JFTC, JWC] to refer any alleged breach of the foregoing standards of conduct or any other terms of the Contract to the relevant national authorities for appropriate legal action.

34. Patent Indemnity. If the amount of this contract is in excess of \$1,000,000 , the Contractor shall indemnify HQ SACT and its officers, agents and employees against liability, including costs, for infringement of any letters patent (except letters patent issued upon an application which is now or may hereafter be kept secret or otherwise withheld from issue by order of the

government which issued the letters patent) arising out of the manufacture or delivery of supplies under this contract, or out of the use or disposal by or for the account of HQ SACT of such supplies. The foregoing indemnity shall not apply unless the Contractor shall have been informed as soon as practicable by HQ SACT of the suit or action alleging such infringement and shall have been given such opportunity as is afforded by applicable laws, rules, or regulations to participate in the defense thereof; and further, such indemnity shall not apply to:

- a. An infringement resulting from compliance with specific written instructions of the Contracting Officer directing a change in the supplies to be delivered or in the materials or equipment to be used or directing a manner of performance of the Contract not normally used by the Contractor;
- b. An infringement resulting from an addition to, or change in, such supplies or components furnished which addition or change was made subsequent to delivery or performance by the Contractor; or
- c. A claimed infringement which is settled without the consent of the Contractor, unless required by a court of competent jurisdiction.

35. Organisational Conflicts of Interest (OCI)

a. Organisational conflicts of interest may occur when factors create an actual or potential conflict of interest on an instant contract, or when the nature of the work performed on the instant contract creates an actual or potential conflict of interest on a future acquisition. In the latter case, some restrictions on future activities of the contractor may result.

b. Contractors must implement a programme to monitor, detect, and mitigate/remediate organisational conflicts of interest. While Contracting Officers retain authority to approve mitigation or remediation measures once organizational conflicts of interest are identified, the primary burden of detecting, identifying and disclosing organisational conflicts of interest to the contracting officer and proposing suitable mitigation or remediation measures falls on the contractor.

c. The two underlying principles regarding organisational conflicts of interest are:

- i. Preventing the existence of conflicting roles that might bias a contractor's judgment; and
- ii. Preventing unfair competitive advantage. An unfair competitive advantage exists where a contractor competing for award of any contract possesses:
 - 1. Proprietary information that was obtained from a NATO official, staff member, or NATO contractor without proper authorisation; or
 - 2. Information that is relevant to the contract but is not available to all competitors, where such information would assist that contractor in obtaining the contract.

d. Contracting officers and potential bidders shall analyse planned acquisitions in order to:

- i. Identify and evaluate potential organisational conflicts of interest as early in the acquisition process as possible; and
 - ii. Avoid, neutralise, or mitigate significant potential conflicts before contract award, where possible, or post award when the organizational conflict of interest is not revealed prior to award.
- e. The contracting officer shall award the contract to the apparent successful bidder unless a conflict of interest is determined to exist that cannot be avoided or mitigated. Before determining to withhold award based on conflict of interest considerations, the contracting officer shall notify the contractor, provide the reasons therefor, and allow the contractor a reasonable opportunity to respond. If the contracting officer finds that it is in the best interest of the HQ SACT [JALLC/JFTC/JWC] to award the contract notwithstanding a conflict of interest, the Contracting Officer will issue a waiver and disclose the award and the existence of the organisational conflict of interest to the Financial Controller. The waiver request and decision shall be included in the contract file.
- f. Obligations of the Parties.
 - i. When a Contractor or Prospective Contractor becomes aware of the existence or potential for an organisational conflict of interest, the Contractor is obligated to disclose the existence, nature, and supporting evidence of the conflict. Contractors or Prospective Contractors will be deemed to be aware of the existence or potential for an organisational conflict of interest when the Contractor or Prospective Contractor actually knows or reasonably should know of the existence of the actual or potential organisational conflict of interest.
 - ii. If the Contracting Officer becomes reasonably aware that the award of a contract will restrict the contractor's eligibility for future contract work, the Contracting Officer will disclose this fact in writing to the Contractor prior to the award, where practicable, and will permit the Contractor or prospective Contractor 7 days to make an election regarding award, discontinuing performance, or submitting an OCI mitigation plan for the Contracting Officer's approval. The sufficiency of the OCI mitigation plan is in the Contracting Officer's sole discretion.

36. Rights in Technical Data and Computer Software

a. Ownership of Work Product. HQ SACT is and shall be the sole and exclusive owner of all right, title, and interest throughout the world in and to all the results and proceeds of the Research performed under this Agreement, including but not limited to inventions, derivative works, documents, reports, summaries, raw data, algorithms, charts, graphs, research results, methods, models, maps or drawings, tools, software (including source code), and other works which are created due to or as part of the Research by the Foundation, and including all patents, copyrights, trademarks, trade secrets and other Work Product (all of the above-described results and proceeds of the Research are herein referred to as “Work Product”) and shall be deemed to be work made for hire. Accordingly, Sponsor may modify, protect, publish, incorporate into other documents, share with others, or otherwise use without restriction all aspects of the Work Product as HQ SACT deems fit in its sole discretion. The Foundation will not in any way use, license, or allow third parties to use the Work Product or any portion thereof without the express prior written consent of Sponsor.

b. Technical data and software delivered under this contract shall be marked with the number of this contract, name of Contractor and the rights transferred to HQ SACT.

37. Software Releases and Updates.

a. All software implemented on or delivered with the supplies shall be at the start of acceptance, the most recent versions or releases as available.

b. The Contractor shall for a duration of minimum five (5) years after acceptance, and upon their availability, offer to HQ SACT all software changes, fixes and new releases. These shall be offered at no cost when they are offered free of charge on the commercial market.

38. Inconsistency between English Version and Translation of Contract. In the event of inconsistency between any terms of this contract and any translation thereof into another language, the English language meaning shall control

39. Contract Effective Date (CED). The effective date of the contract is the date of last signature by the contracting parties, or a specific date set forth in the Contract.

40. Enforcement. Failure by either party to enforce any provision of this contract will not be deemed a waiver of future enforcement of that or any other provision. The invalidity or unenforceability of any provision of this contract shall not affect the other provisions hereof, and this contract shall be construed in all respects if such invalid or unenforceable provisions were omitted

41. Order of Precedence. Any inconsistencies in the solicitation or contract shall be resolved by giving precedence in the following order: (1) Special Terms and Conditions;

(2) General Terms and Conditions and Purchase Order terms; (3) solicitation provisions if this is a solicitation; (4) the specification/statement of work; (5) other HQ SACT documents, exhibits and attachments; (6) addenda to this solicitation or contract,

including any license agreements for computer software, or other Contract agreements.

42. Entire Agreement. This contract sets for the entire agreement between the parties with respect to the subject matter hereof, and supersedes all prior agreements or representations, oral or written, regarding such subject matter. HQ SACT shall not be bound by, and specifically objects to any term, condition, or other provision inconsistent with or in addition to any provision of this contract that is submitted by Contractor in any correspondence or any document unless HQ SACT specifically agrees to such provision in a written instrument signed by an authorized representative of HQ SACT.