



NORTH ATLANTIC TREATY ORGANIZATION
HEADQUARTERS, SUPREME ALLIED COMMANDER TRANSFORMATION
7857 BLANDY ROAD, SUITE 100
NORFOLK, VIRGINIA 23551-2490

Description of Acquisition

Part 1 Bidding Instructions

RFP-ACT-SACT-22-103

This Enclosure is designed to assist the respective company provide HQ SACT with all necessary documents/information required. For clarification, please refer to Bidding instructions in part 1 of subject solicitation.

TABLE OF CONTENTS

- 1. GENERAL**
- 2. Classification**
- 3. Definitions**
- 4. Eligibility**
- 5. DURATION OF THE CONTRACT**
- 6. Exemption of Taxes**
- 7. Amendment or Cancellations**
- 8. Bidder Clarifications**
- 9. Bid Closing Date**
- 10. Bid Validity**
- 11. Contents of Proposal**
- 12. Proposal Submission**
- 13. Late Proposal**
- 14. Bid Withdrawal**
- 15. Bid Evaluation**
- 16. Proposal Clarifications**
- 17. Award**
- 18. Communications and Contacts**
- 19. Point of Contact**

ENCLOSURES:

- 1. Proposal/Content Checklist**
- 2. Compliance Statement**
- 3. Past Performance**
- 4. Mandatory Price Proposal format**
- 5. SOW**

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PART 1 BIDDING INSTRUCTIONS

1. General

This is a Firm Fixed Price Deliverables contract in accordance the General Terms and Conditions; **Contract Award is contingent upon funding availability; Partial bidding is not allowed.**

2. CLASSIFICATION

This RFP is a NATO 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 RFP, and has indicated thereon its intention without commitment, to participate in this RFP.
- (b) The term “Bidder”, shall refer to the bidding entity that has completed a bid in response to this RFP.
- (c) The term Contractor shall refer to the bidding entity to whom the contract is awarded.
- (d) The term “Contracting Officer” designates the official who executes this RFP on behalf of HQ SACT.
- (e) “Contracting Officer’s Technical Representative” or “COTR” is the official who is appointed for the purpose of determining compliance of the successful bid, per the technical specifications.
- (f) The term “HQ SACT” shall refer to Supreme Headquarters Allied Command Transformation.
- (g) The term “ACT” shall refer to Allied Commander Transformation.
- (h) The term “NATO”, shall refer to the North Atlantic Treaty Organisation.
- (i) The term “days” as used in this RFP shall, unless otherwise stated, be interpreted as meaning calendar days.
- (j) The term “Habitual Residence”, means HQ SACT, Norfolk, Virginia, VA 23511.
- (k) The term “Cohort” shall refer to the group of selected students that will start in a given year and will last until they complete their research.

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RFP-ACT-SACT-22-103

4. ELIGIBILITY

This RFP is open to companies:

- (a) Established in a North Atlantic Treaty Organisation Alliance member nation. Working in the required field of study and legally authorised to operate in the United States of America, at the time of bidding.
- (b) Has demonstrated the desired past performance as described in this RFP.
- (c) Offering key personnel who are citizens of NATO member nations.

5. DURATION OF CONTRACT

- (a) The contract awarded shall be effective upon date of award.

Period of Performance: AUG to 31 DEC 2022 and 1 JAN to 31
MAR 2023

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 RFP 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 RFP 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. If this RFP is cancelled any/all received bids shall be returned unopened, per the bidder's request.

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8. BIDDER CLARIFICATIONS

- (a) Prospective Bidders should seek clarification at their earliest convenience. Any explanation regarding the meaning or interpretation of this RFP, terms, clause, provision or specifications, shall be requested in writing, from the Contracting Officer. The Contracting Officer must receive such requests for clarification no later than **10 days prior to closing**.
- (b) In lieu of a bidder's conference, HQ SACT invites bidders to submit initial technical questions not later than **18 July 2022**.
- (c) Information in response to all inquiries / requests for clarification to a prospective bidder shall be furnished to all prospective bidders at the following link: <http://www.act.nato.int/contracting-procurements> as a Question and Answer addendum. All such addendums and any necessary solicitation amendments shall be incorporated into this RFP. Oral Interpretations shall not be binding.

9. BID CLOSING DATE

Bids shall be received at HQ SACT, Purchasing and Contracting Office, no later than **27 July 2022, 0900 hours, Eastern Standard Time, Norfolk, Virginia, USA**. No bids shall be accepted after this time and date.

10. BID VALIDITY

Bids shall remain valid for a period of one hundred and twenty days (120) from the applicable closing date set forth within this RFP. 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. CONTENT OF PROPOSAL

The proposal shall consist of two (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 **27 July 2022, 0900 hours, Eastern Standard Time, Norfolk, Virginia, USA**.

A table of contents for the entire proposal

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- (a) The bidder's full name address, Point of Contacts, Telephone, Fax number and Internet site, (See Enclosure #1);
- (b) Compliance statement (See Enclosure #2);
- (c) Provision of administrative, financial and technical volumes
- (d) Compliance Matrix – Annex A
- (e) Past performance (See Enclosure #3)
- (f) Company price proposal (Enclosure #4)

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 RFP 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 contractors 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 U.S. Dollar currency.** 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

This Enclosure is designed to assist the respective company provide HQ SACT with all necessary documents/information required. For clarification, please refer to Bidding instructions in part 1 of subject solicitation.

RFP-ACT-SACT-22-103

- (a) 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. Only if it can be unequivocally demonstrated that the late arrival of the bid package was the result of NATO staff negligence (mishandling) shall the bid be considered.
- (b) 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 evaluation, contractor pricing will be opened and held within the contract file, whether considered or not. A bid withdraw will be annotation 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 or services requested, shall be the responsibility of HQ SACT. Such determinations shall be consistent with the evaluation criteria specified in the RFP. HQ SACT is not responsible for any content that is not clearly identified in any proposal package.
- (b) Due to the highly technical nature of this requirement, HQ SACT reserves the right conduct pre-award discussions with proposed key personnel to accurately assess identified technical competencies. Discussions will be limited to scope of this RFP and the evaluation criteria identified in Annex A.
- (c) Proposals shall be evaluated and awarded based on best value to NATO. The following factors are considerations;
 - Successful administrative submission of bid packages and requested Enclosures, as listed in this RFP. (Pass/Fail)
 - Technical factors: Compliant / Non-Compliant
 - Acceptance of HQ SACT General Terms and Conditions

16. PROPOSAL CLARIFICATIONS

During the entire evaluation process, HQ SACT reserves the right to discuss any

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RFP-ACT-SACT-22-103

bid with the order to clarify what is offered and interpretation of language within the bid, to resolve in potential areas of non-compliance.

17. AWARD

HQ SACT intends to award a firm fixed price contract(s) to the Offeror(s) whose proposal(s) represents the best value to NATO. Partial awards are not authorized. HQ SACT will collect information from references provided by the Offeror in regard to its past performance. Contractors must provide authorization to contact references.

HQ SACT reserves the right to negotiate minor deviations to the listed General Terms and Conditions to this RFP.

18. COMMUNICATIONS

All communication related to this RFP, 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 RFP. Such adherence shall ensure Fair and Open Competition with equal consideration and competitive footing leverage to all interested parties.

19. POINT OF CONTACT IS:

LCDR Mark Macsule, ACT Contracting Officer 757-747-3612,

Mark.Macsule@act.nato.int

and

LCDR Brandon Stewart, ACT Contracting Officer 757-747-3977,

Brandon.Stewart@act.nato.int

All correspondence shall be forward to:

HQ SACT, BUDFIN BRANCH
Purchasing & Contracting,

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RFP-ACT-SACT-22-103

Contracting Officer
RFP-ACT-SACT-22
103
ATTN: LCDR Mark Macsule/LCDR Brandon
Stewart/ Kellie Hagen
7857 Blandy Road, Suite 100,
Norfolk, VA, U.S.A.

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1.1 ENCLOSURE 1

PROPOSAL CONTENT / CHECKLIST

Table of Contents

- ☐ Bidder`s name, address, POC, Contact numbers, email address.
- ☐ Compliance Statement.
- ☐ Past performance (including References).
- ☐ List of Key personnel.
- ☐ Technical Proposal.
- ☐ Price Proposal.

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3 RFP-ACT-SACT-22-103

3.1 ENCLOSURE 3

PAST PERFORMANCE INFORMATION FORM

- (a) Contracting Agency:
- (b) Contract No:
- (c) Type of Contract (Firm Fixed Price, IDIQ, Requirements):
- (d) Title of Contract:
- (e) Description of Work Performance and Relevance to Current Acquisition (Type of facility, capacity, estimated patronage, summary of staff used):
- (f) Contract Dollar 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

Name/Signature of Authorized Company Official

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RFP-ACT-SACT-22-103

3.2 ENCLOSURE 4

RFP-ACT-SACT-22-103 SEALED BID PRICE PROPOSAL

COMPANY NAME: **ABC, Inc**

ADDRESS: **Street,**

CITY, POST CODE

TO: Chairman of Supreme Allied Commander Transformation, (HQ SACT)

Contracts Award Committee.

ATTN: Kellie Hagen

7857 Blandy Road, Suite 100

Norfolk, VA 23551

PROPOSED RATES MUST BE FULLY “LOADED” [G&A, O/H ETC.], HOWEVER THEY MUST NOT INCLUDE PER DIEM (MEALS & LODGING) AND TRAVEL. TRAVEL (AND RELATED EXPENSES) WILL NOT BE COVERED UNDER THIS CONTRACT, BUT HANDLED SEPARATELY IN ACCORDANCE WITH THE ACT FINANCIAL MANUAL.

SUBJECT: RFP-ACT-SACT-22-103 Sealed Bid 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 RFP ACT-SACT-21-97 and the “**Insert : Company Name** Technical proposal”, submitted in accordance with solicitation provisions. Include requested Milestone payment schedule if applicable.

Deliverable Item (WP1) by 31 AUG 2022: Design modelling and visualization support to WG	\$
Deliverable item (WP2) by 31 OCT 2022: Implementation of the WG platform and the littoral city model for WG support	\$
Deliverable item (WP3) by 16 Dec 2022: Support of Final Coordination Conference (FCC) to demonstrate visualization capacity support to WG	\$
Deliverable item (WP4) by 17 March 2023: Support of WG execution and analysis	\$

RFP-ACT-SACT-22-103

Total Proposal Cost \$ _____

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 _____

Headquarters Supreme Allied Commander

Transformation

Modelling support to Multi Domain Operations in Urban Environment concept validation

1. Introduction

MCM-0053-2019, issued on 11 March 2019 by the Military Committee (MC), approved the Urbanization Capstone Concept - Joint Military Operations in an Urban Environment and directed ACT and ACO to take forward a number of lines of effort, including the development of an Operating Concept for Multi Domain Operations in the Urban Environment (MDO in UE). Development of the concept requires validation effort. The concept validation requires modelling and visualization of operational environment to analyze MDO in UE concept. It is operational level concept; however, because of the urban character tactical level data requires to be taken into account.

2. Background and Scope of Work

In general, in support of concept development and validation team, the contractor will provide modelling and visualization services to support design, execution and assessment of a wargame (WG) that validates the MDO in UE concept. The contractor will design and implement a visualization mechanism of operational status and potential effects in three dimensions Physical, Virtual and Cognitive (PVCD) that can be brought from actions in 5 Operational Domains (5OD). It is requested to provide a WG support platform with a model of littoral highly populated city with described visualization mechanism. For Land, Air and Sea operational domains the actions and effects will be simulated by external simulation system federated with the WG support platform. However, modelling of Space and Cyber operational domains action and effects needs to be designed and implemented as a part of the SoW. Layers needs to be designed and developed in the model of a littoral city that are adequate to operational level view. The requirement is working with data/information that are relevant to brigade level and above. Capability Cards (CC) to be used in WG describe actions and potential effects in 5OD. It is expected having no more than 20 Capability Cards to be used in WG. Two CCs are in Annex B, however these CCs are tactical level examples. SME's from ACT are provided for modelling of each of 5OD.

3. Type of Contract and Period of Performance

Type of Contract: Deliverable, Best Value

Period of Performance:

Phase 1: August 2022 – December 2022

Phase 2: Jan 2023-March 2023

4. Tasking, Deliverables and Schedule

The contractor will perform two phases' activities with the main deliverable of the WG support platform and the model of a littoral city to support the MDO in EU concept validation.

PHASE1:

Working Package 1 (WP1). Design modelling and visualization support to WG. To be

finished 31st of AUGUST 2022.

It is required to design a visualization mechanism of operational effects in PVCD that can be initialized from 5OD actions brought by the current capabilities and Capabilities Cards and basic analytical functionality in Cyber and Space domain. All to be provided by the WG support platform. Namely: (deliverables):

- WP1.1 A proposed mechanism how to visualize effects in PVCD based on the Capability Cards templates to be delivered to the contractor in August 2022. A proposed draft version of a blank template is in Annex C.
- WP1.2 A proposed mechanism to model effects in Space domain being initiated by actions from 5OD. There will not be external simulation system modeling these effects.
- WP1.3 A proposed mechanism to model effects in Cyber domain being initiated by actions from 5OD. There will not be external simulation system modeling these effects.
- WP1.4 Design of interface enabling selection of CCs and CoA development.
- WP1.5 Design of multi-domain and multi-dimension management. User needs to be able to visualize and switch among 5OD and PVCD
- WP1.6 Design mechanism to support WG execution for Planners and Controllers by the WG support platform. Planners at minimum needs to design their CoA and be able to include capabilities from ORBATs and from CCs set. Controllers shall have access to the effects as per WP1.1-WP1.3.
- WP1.7 Design of High Level Architecture interface with lately identified external simulation system. External simulation system will be RPR FOM 2.0 interoperable. Minimum required level of interoperability is described as ability to subscribe the position and available entity related information for detailed and aggregated entities representing units and systems.
- WP1.8 Design/ update a model of a littoral highly populated city as per WG scenario and four expected vignettes.
 - Defence of a “friendly / Alliance” urban area
 - Restoration (Offence) of a “friendly / Alliance” urban area
 - Offence against an adversary urban area
 - Defence of an adversary urban area
- WP1.9 A report and recommendation on the updates on current WG support platform and the model of a littoral city.

Working Package 2 (WP2). Implementation of the WG platform and the littoral city model for WG support. To be finished October 2022.

It is required to update/implement the WG support platform and the littoral city model as per design specified in WP1. Namely: (deliverables):

- WP2.1 Implementation of WP1.1 mechanism.
- WP2.2 Implementation of WP1.2 mechanism.
- WP2.3 Implementation of WP1.3 mechanism.
- WP2.4 Implementation of WP1.4 design.
- WP2.5 Implementation of WP1.5 design.
- WP2.6 Implementation of WP1.6 design.
- WP2.7 Implementation of WP1.7 design.
- WP2.8 Implementation of the littoral city model as per WP1.8 design.

Working Package 3 (WP3). Support of Final Coordination Conference (FCC) to demonstrate visualization capacity support to WG. To be finished December 2022.

It is required to support 2 days of FCC and finalized the modelling and visualization support to WG mechanism. Namely (deliverables):

- WP3.1 Support from contractor's SMEs to execute the workshop and demonstrate implemented functionalities of the WG support platform and the littoral city model.
- WP3.2 Implement import functions for extra layers from external simulation system and M&S to support Resilience tool (three dimensional data [name, value, position] in csv/xls format).
- WP3.3 Final Design of WG support with contractors SME's and the WG support platform and the littoral city model.

PHASE2

Working Package 4 (WP4). Support of WG execution and analysis. To be finished March 2023.

It is required to support the execution of WG with the WG support platform and the littoral city model. Namely (deliverables):

- WP4.1 Contractor's SMEs, the WG support platform and the littoral city model support to the execution of nine days of WG execution. (2023)
- WP4.2 A final project report describing modelling, visualization and execution support to WG.

5. Schedule of Delivery

# Working Package	Submission Date
WP 1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 1.9	31 August 2022
WP 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8	31 October 2022
WP 3.1, 3.2, 3.3	16 December 2022
WP 4.1, 4.2	17 March 2023

This timeline will be followed analogously if the date of the start of performance is delayed.

6. Acceptance of Criteria

After each working package delivery, Project Team led by Project Officer (PO), OF-4 Andras Mezo (SPP CNDV), supported by M&S SME Jan Hodicky (JFD M&STT), will get a week to confirm the acceptance of the WP deliverables. If not complying with requirements, the company will get another 2 weeks to complete the WP as requested.

7. Contractor Performance Requirements and Reporting

Each deliverable in WP must be demonstrated/reported to the PO in the time specified in the project schedule, section 5. The contractor should provide written reports after WP1. The final report is a product of WP4.

8. Place of Performance

Work under this contract will primarily be conducted at the contractor's premises, to

include meetings with HQ SACT and event locations.

9. Required Travel for Personnel Services Contracts

There is no need to travel for personal services contracts.

10. Physical Security

There is no envisioned work with sensitive information.

11. Security Considerations for the Deliverables

Deliverables will not contain any sensitive information.

12. Export Control

NATO nations have regulations and laws applying to the export of defence-related goods/services originating from domestic commercial sources to foreign entities. Usually under those laws and regulations, NATO is considered a foreign entity. The following requirements of this SoW are provided in order to allow the bidder/contractor the opportunity to assess the applicability of their pertinent national laws and regulations and take action, as required.

13. Intellectual Property

All services, products and intellectual property provided under this SoW will be delivered for the sole ownership of and the copyright by HQ SACT.

14. Best Value Grading Matrix to STATEMENT OF WORK

Contractor technical proposal will be assessed based on criteria mentioned in the table below. (HQ SACT reserves the right to conduct technical discussions with contractor). Ultimately, contractor companies shall clearly demonstrate by providing unequivocal explanation to where and how he/she meet the criteria set forth in this solicitation.

Technical proposal by contractor is the part of the bidding and it shouldn't be longer than five A4 pages in Arial 11 with single spacing between the lines. No external hyperlinks in the table or attachments are allowed.

Annex A - Best Value Grading Matrix to STATEMENT OF WORK (SOW)

Bidder Name _____

Binary requirement¹

#	Item	Compliant	Non-Compliant
1	Contractor has a license of the WG support platform, if already exist. If to be developed, contractor needs to have a license for SW that is going to be used for such development.		

Grading Matrix

#	Item	Range	Score
1	Contractor WG support platform has been used in the NATO experiment or exercise.	0 – Not used at all 5 – WG platform has been used in an experiment or an exercise, but not in the official NATO ones 10 – WG platform has been used in the NATO experiment or exercise [in MTEP]	
2	Contractor WG support platform have already been federated with a simulation system via High Level Architecture.	0-Not yet federated with any simulation system 3- Federated with a simulation system 5- already federated with a simulation system via HLA and RPR FOM 2.0	
3	Describe how you want to visualize effects in PVCD based on the Capability Cards templates as per WP1.1.	0-no explicit visualization design for any of PVC dimension 8- some ideas on the visualization, mostly in P and V dimensions 15 – explicit design with clear differences between visualization in all three PVC dimensions	
4	Describe how you want to visualize effects at operational level	0-no idea how to tackle operational level visualization, most visualization is at tactical level 8- some ideas, mostly related to effects on Joint Functions 15-explicit way of visualizing effects at operational level (above what is rewarded by 8 points)	
5	Describe how you want to model effects in Space domain being initiated by actions from 5OD as per WP1.2	0-no idea how to model Space domain 8- some ideas, mostly related to Space objects position and effects on communication capacities and coverage 15-explicit way of modelling Space domain (above what is rewarded by 8 points)	

¹ If any of the binary criteria is not-compliant it will result in the bidder's proposal as being "Technically Non-Compliant."

RFP-ACT-SACT-22-103

6	Describe how you want to model effects in Cyber domain being initiated by actions from 5OD as per WP1.3	0-no idea how to model Cyber domain 8- some ideas, mostly related to effects on communication capacities and coverage 15-explicit way of modelling Space domain (above what is rewarded by 8 points)	
7	Describe how you want to support WG execution by the WG platform as per WP1.6	0-no idea how a WG platform can be integrated into WG execution 8- some ideas, mostly for Planners integration and WG real-time execution support 15-explicit way of integrating a WG platform for Planners and Control Team during the whole life cycle of WG and during turns in vignettes	
8	Describe data/information/knowledge layers that you want to implement into a littoral city model to support WG execution	0-no idea on data and information inclusion into a city model 5- some ideas, not classified approach, mostly tactical level data/information 10-full political, military, economic, social, infrastructure and information (PMESII)/ areas, structures, capabilities, organisations, people and events (ASCOPE) scope with explicit level of data/information details relevant to operational level	

Annex B: Examples of Capability Card (not from the current design of WG)

Multi-Role Urban Vehicles

What is it?

A multi role fighting vehicle able to simultaneously destroy enemy forces, clear routes, and transport supplies which will increase commanders' flexibility and ability to accomplish assigned missions.

Why do you need it?

The urban environment demands a flexible and agile response due to the myriad of situations a force will face in a city. Simultaneously executed tasks through one platform vehicle will reduce the number of combat and combat support vehicles necessary to operate in an urban environment. It will increase the forces' freedom of movement in the urban environment.



How does it work?

The vehicle can be rapidly re-rolled for use. The weapons system allows for high angle of engagement and can be fitted with variable-lethality weapons that deliver a temporary immobilizing effect. The vehicle is well equipped for protection against A2AD threats. Route clearance systems work autonomously and the vehicle has the ability to detect all kinds of explosive threats while driving at least 30 mph.

Any planning considerations?

These vehicles still need to be brought ashore or airlifted in. Firing units have no dismounted capability and are reliant on other units or shared situational awareness for target designation. A multi role fighting vehicle has a reduced capability itself in each of the available capabilities. Such a vehicle is a high value target for the enemy.

Advanced Cyber Capability

What is it?

A team of military-cyber experts will have the technology to manipulate cyber data streams in order to either collect intelligence, conduct surveillance, and, if ROEs permit, deliver kinetic effects that can be both lethal and non-lethal.

Why do you need it?

This capability not only provides a rich source of data for intelligence and surveillance but also can deliver effects remotely, impacting adversaries' freedom of movement. This is all done remotely, reducing the footprint on the ground.



How does it work?

This takes advantage of the "Internet of Things" where virtually everything in the future smart city is connected to the internet, including power grid systems, vehicles and even people through wearable technologies. By tapping into the cyber data streams, the team can use artificial intelligence to construct a multi-layered representation of the urban environment that can depict the operation of its critical systems and the actions of the city Actors to gain real-time intelligence and surveillance. Taking a step further, the team can also deliver lethal and non-lethal cyber effects (e.g. disabling vehicles, shutting down electricity systems) if ROEs permit.

Any planning considerations?

Exploitation of cyber capabilities within the city will require robust ROE and the Commander retains the responsibility for tasking and coordination of effects. Delivering kinetic effects through cyber runs a high-risk of unintended consequences on the population.

NATO UNCLASSIFIED

Annex D: Abbreviations, acronyms

5OD	5 operational domains
ASCOPE	areas, structures, capabilities, organisations, people and events
CC	capability card
CoA	course of action
FCC	final coordination conference
JFD M&STT	Joint Force Development, Modelling And Simulation, Training And Technologies Branch
MDO in UE	Multi Domain Operations In The Urban Environment
ORBAT	order of battle
PMESII	political, military, economic, social, infrastructure and information
PO	project officer
PVC	physical, virtual and cognitive
PVCD	physical, virtual and cognitive dimension
SME	subject matter expert
SoW	statement of work
SPP CNDV	Strategic Plans And Policy, Concept Development Branch
WG	wargame
WP	working package

HQ SACT GENERAL CONTRACT TERMS AND CONDITIONS

Index of Clauses

1. Definitions
2. Applicable Law
3. Assignment
4. Acceptance
5. Service and Parts Availability
6. Preferred Customer
7. Notice of Shipment
8. Security
9. Inspection
10. Title
11. Supply Warranty
12. Invoices
13. Payment
14. Taxes
15. Excusable Delays
16. Indemnity
17. Disputes
18. Termination for Convenience
19. Termination for Default
20. Limitation of Liability
21. Export Control
22. Risk of Loss
23. Authorization to Perform
24. Performance
25. Travel
26. Proposed Candidates
27. Partial Awards
28. Competition
29. Contractor Notice Regarding Delay
30. Notice of Assistance with respect to Patent and Copy Right Infringement
31. Health and Safety and Accident Prevention
32. Patent Indemnity
33. Rights in Technical Data and Computer Software
34. Software Releases and Updates
35. Inconsistency between English version and Translation of Contract
36. Contract Effective Date
37. Enforcement
38. Order of Precedence
39. 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 HQ SACT General Terms & Conditions 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 favourable 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)

- 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.

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(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 re-inspection 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. 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 non-performance 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 or 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, labour 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. 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/contracting>.

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. 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.

32. 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 defence 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.

33. 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.

34. 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.

35. 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

36. 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.

37. 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

38. 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.

39. 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.