

Performance Work Statement (PWS)  
For  
Deputy Chief Of Staff Communication Support Services  
**Revised 07 June 2011**

PART 1  
GENERAL INFORMATION

**1. Introduction**

1.1. Headquarters United States Forces-Afghanistan (USFOR-A) Deputy Chief of Staff, Communication's mission is to plan, conduct and synchronize communication activities to proactively inform local, regional and international media and counter misinformation in the media, leveraging all available means and platforms. Implicit in this mission is properly resourcing Government Public Affairs Personnel and equipment to commands throughout Afghanistan.

1.2. Background: The information domain is a battlespace, and it is one in which USFOR-A must take aggressive actions to win the important battle of perception. Communications efforts and in particular Public Affairs (PA) make a vital contribution to the overall effort, and more specifically, to the operational center of gravity: the continued support of the Afghan population. In order to achieve success we must make better use of existing assets and bolster these with new capabilities to meet the challenges ahead. To date, the Insurgents (INS) have undermined the credibility of USFOR-A, the International Community (IC), and Government of the Islamic Republic of Afghanistan (GIROA) through effective use of the information environment, albeit without a commensurate increase in their own credibility. This is a critical problem for USFOR-A but the consequences for GIROA are even greater. GIROA and the IC need to wrest the information initiative from the INS. The main effort of all communications activities is to maintain and strengthen the Afghan population's positive perception of, and support for, GIROA institutions and the constructive supporting role played by USFOR-A, and the IC.

**2. Contract Description**

2.1. Description of Services: The contractor shall provide all personnel, equipment, tools, materials, supervision and other items and non-personal services necessary to perform strategic communications advisement and support services as defined in this Performance Work Statement except as specified in section 10.2.4. as government furnished property and services at USFOR-A Headquarters. Kabul, Afghanistan. The contractor shall perform to the standards in this contract.

**2.2. Objectives:**

2.2.1. Ensure information effects are achieved in support of the Commander's strategic campaign objectives.

2.2.2. Provide culturally-attuned, native language outreach to Afghan audiences, media and GIROA officials.

2.2.3. Provide relevant, accurate and timely outreach to International and Troop Contributing Nation audiences, leveraging new media (social media) platforms.

2.2.4. Provide technical expertise/support to the technology supporting this outreach.

2.3. Purpose of this Contract: This PWS outlines the work to be performed in support of efforts to improve and enhance the capabilities of USFOR-A DCOS COMM. This initiative will address efforts to provide the Area of responsibility (AOR), which is Afghanistan's Theatre of Operations, with information on ongoing USFOR-A operations. USFOR-A requires the ability to develop and implement a comprehensive, self-sustaining, long term media operations capability, to include stand-alone studio and regional communication collection and distribution hubs. This initiative also addresses efforts to collect public information and interpret it to support senior leader decision making, specifically regarding the attitudes of the public and the media concerning political, social and economic issues. This initiative will allow Government representatives in USFOR-A to inform key audiences (media and civilian populations internationally and within the region) to achieve desired affects.

2.4. Period of Performance: The period of performance for the base year shall be from date of award for 12 months (365 days) with the option of four additional option years each 12 months (365 days) in length.

2.5. Place of Performance: The primary locations will be Headquarters (HQs), USFOR-A, Hqs International Assistance Force (ISAF), and the Government Media Information Center, the Afghan Ministry of Defense, and the Afghan Ministry of the Interior, Kabul, Afghanistan.

2.6. Automated Translation Processes: The Government will not accept automated translation or translation through an automated process during the efforts of this contract.

### 3. Contract Level Management

3.1. Post Award Conference/Periodic Progress Meetings: The contractor agrees to attend any post award conference convened by the contracting activity or contract administration office in accordance with Federal Acquisition Regulation, Subpart 42.5. The Contracting Officer, Contracting Officer's Representative (COR), and other Government personnel, as appropriate, will meet quarterly, as a minimum, with the contractor to review the contractor's performance. At these meetings, the contracting officer will apprise the contractor of how the Government views the contractor's performance and the contractor will apprise the Government of problems, if any, being experienced. Appropriate action shall be taken to resolve outstanding issues. These meetings shall be at no additional cost to the Government.

3.2. Contractor Travel: Contractor will be required to travel CONUS and OCONUS during the performance of this contract. This includes mandatory attendance at pre- and post-deployment training.

3.3. Scorecard report: The contractor will provide to the COR no later than the 5th of each month a scorecard report of the functional activities described in this PWS. This report, in a format and content to be jointly agreed to by the COR and contractor within the first 30 days of the start of the contract, will be used as one method to assess the contractor's success in meeting the requirements of this PWS.

## PART 2 SPECIFIC TASKS AND REQUIREMENTS

### **4. Contractor Specific Tasks and Qualification Requirements**

#### **4.1. Media Monitoring:**

##### **4.1.1. General Tasks.**

4.1.1.1. Monitor international, regional, and Afghan media outlets, to include, but not limited to, internet, radio, audio, video, and print.

4.1.1.2. Provide summaries of stories captured and highlight key strategic quotes and noteworthy phrases.

4.1.1.3. Transfer stories and/or translations into the media monitoring database.

4.1.1.4. Support the mission (as required) for 24 hour operations.

4.1.1.5. Display media monitoring information in a clear, concise, and accurate manner.

##### **4.1.2. Task Delineation by Position.**

##### **4.1.2.1. Afghan Linguists/Media Monitors.**

4.1.2.1.1. **General.** Afghan Linguists/Media Monitors provide interpretation and translation services with skills in Dari and Pashto languages. Linguists/Media Monitors will provide cultural perspective and basic translation functions.

##### **4.1.2.1.2. Specific Responsibilities:**

a. Transcribe and translate stories from daily news monitoring of domestic Afghanistan internet, radio and television in Dari and Pashto into idiomatic English. Populate these translated stories into USFOR-A's media monitoring database.

b. Provide cultural perspective, understanding of the region's history, political movements and ethnic factions and how this impacts cross-cultural communications.

c. Conduct accurate translations and summarizations of media reports, broadcasts and/or transmissions.

d. Upload a minimum of 10000 words per day to the USFOR-A's media monitoring database in the proper format (e.g., article, report, transcription).

e. Provide minimum 300 media monitoring hours per week. One Dari and Pashto monitor should be available at all times. The contractor has the option to locate the personnel under this position CONUS or OCONUS at HQs ISAF in Kabul. It is at the contractor's discretion

on where these personnel are located; however resumes are still required to be submitted for this position, regardless of where the contractor chooses to locate these personnel.

4.1.2.1.3. Specific Qualification Criteria:

- a. Ability to write and speak with clear and concise grammar and pronunciation in Dari and Pashto and facilitate moving back and forth between these indigenous languages and English.
- b. Possess at minimum S4 or Level 4 language proficiency – “Full professional proficiency.” 4/4 or Full professional proficiency is the fourth level of five in the Interagency Language Roundtable (ILR) scale and can be referred to as S4 or level 4. A person at this level is described as follows:

- \*able to use the language fluently and accurately on all levels normally pertinent to professional needs

- \*can understand and participate in any conversations within the range of own personal and professional experience with a high degree of fluency and precision of vocabulary

- \*would rarely be taken for a native speaker, but can respond appropriately even in unfamiliar situations

- \*makes only quite rare and unpatterned errors of pronunciation and grammar

- \*can handle informal interpreting from and into the language

In order to show that the prospective employee has the minimum language proficiency required, possess a Certification from a source that is accredited by the US Department of State OR US Government Interagency Language Roundtable OR possess prior experience demonstrating the required language proficiency OR possess certification from training courses or schools.

If an offeror chooses to use ‘prior experience demonstrating the required language proficiency’, the contractor must indicate the candidate possesses the experience demonstrating the required level of proficiency with the language(s) required on the candidate’s resume.

If an offeror chooses to use ‘certification from training courses or schools’, the contractor must provide with its offer education transcripts that indicate the candidate possesses the required level of proficiency with the language(s) required.

For personnel requiring language proficiency, after contract award and prior to deployment of personnel OCONUS, the successful offeror is required to provide demonstration of language proficiency by providing the certification from a source that is accredited by the US Department of State or US Government Interagency Language Roundtable showing the candidate meets the required proficiency levels.

- c. Possess a Secret Security Clearance if the contractor chooses to locate this personnel OCONUS. No clearance is required if this position is stationed CONUS.
- d. Possess minimum 1 year of college, in good standing.
- e. Possess proficiency in the MS Office suite of software.

#### 4.1.2.2. Media Monitor, English-speaking

4.1.2.2.1. General. Monitor English-speaking international, regional, and Afghan media outlets, to include, but not limited to, internet, radio, audio, video, and print.

##### 4.1.2.2.2. Specific Responsibilities:

- a. Conduct news monitoring and accurate summarizations of English-speaking internet, print, radio and television outlets.
- b. Populate monitored news and news summaries into USFOR-A's media monitoring database.
- c. Provide 144 media monitoring hours per week. These media monitors will supplement three media monitor military personnel. The contractor has the option to locate the personnel under this position CONUS or OCONUS at HQs ISAF in Kabul. It is at the contractor's discretion on where these personnel are located.

##### 4.1.2.2.3. Specific Qualification Criteria

- a. Write and speak with clear and concise grammar and pronunciation in English.
- b. Possess a Secret Security Clearance if the contractor chooses to locate this personnel OCONUS. No clearance is required if this position is stationed CONUS.
- c. Possess minimum 1 year of college, in good standing.
- d. Possess proficiency in the MS Office suite of software.

#### 4.1.2.3. Media Monitoring Analyst

4.1.2.3.1. General. Media Monitoring Analyst will be responsible for tracking and developing metrics and conducting assessments and analyses related to the media.

##### 4.1.2.3.2. Specific Responsibilities:

- a. Provide summaries and briefings as required.
- b. Report daily and other periodic trends.
- c. Provide professional media analysis/assessment supporting USFOR-A.
- d. Monitor and assess media reporting, able to identify trends related to topics and themes, outlets, messengers, tonality and bias, as well as potential impacts on USFOR-A.
- e. Provide cultural context and understanding of the region's social, economic, and political landscape.
- f. Conduct accurate summarizations of media reports, broadcasts and/or transmissions.

g. Provide 72 monitoring hours per week. This analyst is required to work onsite.

4.1.2.3.3. Specific Qualification Criteria:

- a. Ability to write and speak with clear and concise grammar and pronunciation in English.
- b. Possess a Secret Security Clearance.
- c. Possess 4-yr college degree.
- d. Possess proficiency in the MS Office suite of software.

4.1.2.4. Media Monitoring website/database developer and manager

4.1.2.4.1. General. Media Monitoring website/database manager is responsible for developing, administrating, and updating the media monitoring public website, database, server, and all the data and linkages therein, through the use of non-proprietary web development and database software.

4.1.2.4.2. Specific Responsibilities:

- a. Provide onsite website and application development, management, maintenance, and administration.
- b. Provide media monitoring database development, management, maintenance, and administration.
- c. Setup and facilitate data transfer to and from the website, database, and other sources.
- d. Make updates (e.g., managing users' and workers' permissions) to the administrative section of the media monitoring website and database.
- e. Provide 72 monitoring hours per week.

4.1.2.4.3. Specific Qualification Criteria:

- a. Possess a Secret Security Clearance.
- b. Possess minimum technical BS degree or technical equivalent.
- c. Possess experience and demonstrated proficiency in web application development and LAMP (Linux, Apache, MySQL, PHP) and Joomla.
- d. Possess proficiency in the MS Office suite of software.
- e. Possess proficiency in database, server, and web development.

- f. For technical skills required, possess professional certification from:  
Training courses or schools OR educational transcripts OR independent accreditation

## 5.1. Public Affairs

### 5.1.1. General Tasks.

5.1.1 1. Provide Strategic Communication Advisement. Provide cultural perspectives related to Public Affairs operations, providing the U.S. military with a deeper understanding of the region's history, politics and ethnographic makeup, with an emphasis on how these factors impact cross-cultural communications.

- a. Directly engage individuals and/or agencies required to shape information and communication, such as leaders of the IC, GIRoA officials, media outlets and journalists, most especially Afghans.
- b. Provide expertise in exposition and the framing of complex ideas and activities into an overarching narrative that shapes attitudes and perceptions of these complex realities and make them understandable to diverse audiences.
- c. Participate as required in all planning sessions, working groups, and similar meetings that require representation from units responsible for Public Affairs operations, media assessments or predictive analysis of media audience perceptions.
- d. Conduct and share research and analysis of issues in his or her area of responsibility relevant to media engagement planning; including coordination with DCOS COMM Assessments Branch on thorough reviews of open source media (such as print publications, broadcast and web outlets, academic publications, and other communications venues) as it pertains to the operations of USFOR-A DCOS COMM.
- e. As required, work through the Government Media and Information Center (GMIC) to build capacity of Afghan contractors and government employees via spokesman and PA training
- f. As required, provide verbal consultation to the DCOS COMM, LEGAD and other communication principals to facilitate more informed decision-making.
- g. As required, prepare information or decision memos; point papers; desk side and formal briefings; public affairs plans and guidance; and media Lines to take (LTT).

### 5.1.1.2. Provide real-time media impact of regional and Afghan media.

- a. Identify the most appropriate Afghan and regional outlets for monitoring and times to capture breaking news.
- b. Provide a brief précis of each story captured and recommendations for action to USFOR-A public affairs.

- c. As required, transcribe and translate stories in Dari and Pashto into idiomatic English.
- d. As required, provide quick turn-around assessments on Afghan television and radio news coverage and translate from Dari and or/Pasto into idiomatic English.

5.1.1.3. Provide traditional communication and cultural advisement

- a. Assist efforts to connect GIRoA to the Afghan populace by contextualizing communication outreach at the district and province level.
- b. Monitor Afghan conflict resolution and communication processes, such as jirgas, shuras and religious events.
- c. Liaise with the Ministry of Tribal and Border Affairs and the Ministry of Hajj and Religious Affairs in order to build their outreach and communication capacity.
- d. Provide verbal consultation to the DCOS COMM, LEGAD and other communication principals to facilitate more informed decision-making.
- e. As required, prepare, information or decision memos; point papers; desk side and formal briefings; public affairs; plans and guidance; and media Lines to Take (LTT).

5.1.1.4. Provide New and Social Media Cross-Platform and Portal Management.

- a. Create and maintain the command's outward-facing web portal and sub-portals.
- b. Ensure maximum up-time availability of these portals.
- c. Update portal and web page content to reflect the command's mission and achievements to date.
- d. Update companion websites and ensure cross-promotion among the command's website and its Facebook, Twitter, Flickr, and YouTube sites.
- e. Make recommendations and effect changes/enhancements to the appearance and aesthetics of these platforms in order to make them relevant and compelling.
- f. Maintain metrics on number and types of updates; web traffic; enhancements; up-time, and, if possible, citations arising from our content in and on other media.

5.1.1.5. Provide translation and interpretation.

- a. Provide simultaneous translation services for press conferences and speeches as required, using available real-time translation equipment.
- b. Provide both real-time and deliberate translation of Dari and Pashto communication into English and vice-versa.



c. Provide live, accurate translation of English into Dari and/or Pashto and vice versa during conversations, press interview and press conferences.

d. Assist with translation of web content, especially from English into Dari and/or Pashto.

5.1.1.6. Provide guidance, maintenance, operation and support to Defense Video Information Distribution Systems (DVIDS) with USFOR-A HQ as a centralized reporting and maintenance hub and 6 training and maintenance sites around Afghanistan.

a. Maintain all DVIDS ground satellite terminals at a fully operational status within each Regional Command (RC), monitor and report metrics to USFOR-A DCOS COMM leadership using the DVIDS website.

5.1.2. Task Delineation by Position.

5.1.2.2. Senior COMM Advisor to Ministry Spokesman

5.1.2.2.1. General. DCOS Communication requires culturally-astute and culturally-attuned communication and public affairs advisement to the Security Ministry Spokesmen. In an advisory role, provide public affairs and administrative guidance to build ministerial internal and external communication capacity. Engage the ministerial spokesman daily involving USFOR-A Public Affairs messaging and event update. In addition, the advisor will develop and execute training plans to develop critical communication and administrative skill sets. To accomplish these tasks, the advisor will interact on a regular basis with USFOR-A DCOS COMM PA, other PA units, and Ministerial Advisors. Ministries include the Government Media and Information Center (GMIC), Ministry of Interior (MoI) and the Ministry of Defense (MoD).

5.1.2.2.2. Specific Responsibilities

a. The goal of this position is to establish a sustainable communication operation that:

- (1) Develops and implements communication plans
- (2) Executes crisis communication efforts
- (3) Conducts regular media engagements
- (4) Produces the full array of public affairs print and video products
- (6) Supports leadership media engagements
- (7) Coordinates internal and external messaging.

b. Advise executive-level leaders on ways to better align media reporting and public perception and proactively engage opinion-shapers, from media to key leaders, in order to bring these attributes of the information landscape into alignment.

c. Liaise with counterparts from the U.S. and contributing nation Embassies, United States Agency for International Development (USAID), United Nations Assistance Mission Afghanistan (UNAMA), the North Atlantic Treaty Organization (NATO) Senior Civilian Representative (SCR), and all other external governmental agencies; as well as similar personnel from the GIRoA and Afghan media outlets.

d. Prepare and coordinate culturally-attuned and language-specific public affair guidance (PAG) and LTT.

#### 5.1.2.2.3. Specific Qualification Criteria:

- a. Possess U.S. citizenship.
- b. Experience/and or prior relationships working with senior to mid-level Afghan officials in the Afghan government is desirable, in particular with GMIC, MoI and/or MoD officials.
- c. Possess 15+ years of experience working as a media or communications advisor to the U.S. military, a Member of Congress, a senior private sector executive, a leader of another governmental agency; or an equivalent level of responsibility for strategic media campaign planning and execution.
- d. Possess experience as a foreign correspondent, a speechwriter or with a Non-Governmental Organization working in the region is desirable.
- e. Possess Master's Degree in Journalism, Public Affairs, or communications; familiarity with the Afghan and international media environment preferred.
- f. Ability to communicate orally and in writing in English.
- g. Possess a Secret Security Clearance.
- h. This position works at GMIC Secure News Coordination Center (SNCC), in Kabul Afghanistan, six days a week. This position must provide 216 advising hours per week – 72 advising hours each at GMIC SNCC, MoD, and MoI.

#### 5.1.2.3 Onsite Dari/Pashtu Media Desk Officer (DO)

5.1.2.3.1. General. The DO will provide comprehensive advice and understanding to the USFOR-A PA staff on cultural, social and political aspects/implications of communication in order to 1) engage media, 2) tailor messages and 3) monitor audiences more effectively in order to support the command's strategic communication objectives.

#### 5.1.2.3.2. Specific Responsibilities:

- a. Monitor and provide perspectives of AOR communications and interpretation of cultural perspectives.
- b. Coordinate media engagements, particularly Afghan; prepare/translate culturally-attuned products or Lines to Take (LTT); monitor the information battle space in order to effectively interact with journalists and, if required, respond to queries directly.
- c. Assist in effectively correcting inaccurate reporting, meet with embedded journalists, write scripts for news conferences, media availabilities, video news releases and radio actualities.
- d. Conduct research and work with the DCOS COMM Assessments Branch to provide an analysis of AOR issues relevant to media engagement planning, including review of

available open source media and web data, blogs, and academic and various open source information analysis/assessments.

e. Review daily news monitoring of domestic Afghanistan media outlets to gauge political and public sentiment as it pertains to USFOR-A.

f. Advise USFOR-A PA on AOR communications with regard to cultural perspective and ideological significance.

g. As required, prepare idiomatically correct and technically accurate translations of critical, sensitive, unformatted material written by and for subject matter experts on a wide range of highly complex scientific, technical and military subjects.

#### 5.1.2.3.3. Specific Qualification Criteria:

a. Possess U.S. citizenship.

b. Able to advise executive-level leaders on ways to better align media reporting, and public perception and proactively engage opinion-shapers, from media to key leaders, in order to bring these attributes of the information landscape into alignment.

c. English written and oral communication ability.

d. Bachelor's degree is required, and a degree in Political Science, Afghan culture or Journalism is preferred.

e. Mandatory language proficiency in Dari and/or Pashto. Proficiency in spoken French, Arabic, Italian or German highly desirable.

f. Possess at minimum S4 or Level 4 language proficiency – “Full professional proficiency.” 4/4 or Full professional proficiency is the fourth level of five in the Interagency Language Roundtable (ILR) scale and can be referred to as S4 or level 4. A person at this level is described as follows:

- \*able to use the language fluently and accurately on all levels normally pertinent to professional needs

- \*can understand and participate in any conversations within the range of own personal and professional experience with a high degree of fluency and precision of vocabulary

- \*would rarely be taken for a native speaker, but can respond appropriately even in unfamiliar situations

- \*makes only quite rare and unpatterned errors of pronunciation and grammar

- \*can handle informal interpreting from and into the language

In order to show that the prospective employee has the minimum language proficiency required, possess a Certification from a source that is accredited by the US Department of State OR US Government Interagency Language Roundtable OR possess prior experience demonstrating the required language proficiency OR possess certification from training courses or schools.

If an offeror chooses to use ‘prior experience demonstrating the required language proficiency’, the contractor must indicate the candidate possesses the experience demonstrating the required level of proficiency with the language(s) required on the candidate’s resume.

If an offeror chooses to use ‘certification from training courses or schools’, the contractor must provide with its offer education transcripts that indicate the candidate possesses the required level of proficiency with the language(s) required.

For personnel requiring language proficiency, after contract award and prior to deployment of personnel OCONUS, the successful offeror is required to provide demonstration of language proficiency by providing the certification from a source that is accredited by the US Department of State or US Government Interagency Language Roundtable showing the candidate meets the required proficiency levels.

**g.** Possess Secret Security Clearance.

**h.** Work at HQ in Kabul, Afghanistan, six days a week. This position must provide 288 Dari and Pashtu hours per week to Public Affairs and GMIC; this will be roughly 72 Dari hours and 72 Pashtu hours to Public Affairs and 72 Dari hours and 72 Pashtu hours to GMIC each week, although the actual frequency of each language or division of hours may vary from week to week.

#### 5.1.2.4. Translator.

5.1.2.4.1. General. The Translator will provide USFOR-A Public Affairs real-time deliberate and extemporaneous translation of materials/documents/briefings to support PA and media operations. Enable communication exchange of critical information, primarily English to Pashto/Dari and Pashto/Dari to English.

#### 5.1.2.4.2. Specific Responsibilities.

- a. Provide translation of AOR communications and interpretation of cultural perspective and ideological significance.
- b. As required, provide cultural perspective on cross-cultural communications and understanding of why certain words are more suited than another.
- c. Prepare idiomatically correct and technically accurate translations of press releases, interviews, questions and answers, media stories and other related public affairs material.

#### 5.1.2.4.3. Specific Qualification Criteria:

- a. Write and speak with clear and concise grammar and pronunciation in Dari and/or Pashto and English.
- b. Work under time pressure to translate public affairs documents from English into Dari and/or Pashto and vice versa.

- c. Monitor the culture, history, politics, economics and ethnographic makeup of Afghanistan.
- d. Read, comprehend and translate handwritten material, as well as the ability to write effectively in Dari and/or Pashto and English.
- e. Possess at minimum S4 or Level 4 language proficiency – “Full professional proficiency.” 4/4 or Full professional proficiency is the fourth level of five in the Interagency Language Roundtable (ILR) scale and can be referred to as S4 or level 4. A person at this level is described as follows:

- \*able to use the language fluently and accurately on all levels normally pertinent to professional needs
- \*can understand and participate in any conversations within the range of own personal and professional experience with a high degree of fluency and precision of vocabulary
- \*would rarely be taken for a native speaker, but can respond appropriately even in unfamiliar situations
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For personnel requiring language proficiency, after contract award and prior to deployment of personnel OCONUS, the successful offeror is required to provide demonstration of language proficiency by providing the certification from a source that is accredited by the US Department of State or US Government Interagency Language Roundtable showing the candidate meets the required proficiency levels.

- f. Able to monitor relevant dialects, inferences and emotional overtones without repeatedly resorting to request for clarification; as well as the ability to convey these nuances to U.S. military officer.
- g. Engage Afghans in a culturally appropriate and attuned manner, showing respect for local cultural norms and customs.
- h. Possess previous experience working with Afghan government officials in Kabul or established relationships with Afghan ministerial officials are desirable.

i. Possess a Secret Security Clearance.

j. Possess U.S. citizenship.

k. Work at USFOR-A HQ or GMIC in Kabul Afghanistan from the hours of 0730 until 2300, seven days a week. This position must provide 288 Dari and Pashtu hours per week to Public Affairs and GMIC; this will be roughly 72 Dari hours and 72 Pashtu hours to Public Affairs and 72 Dari hours and 72 Pashtu hours to GMIC each week, although the actual frequency of each language or division of hours may vary from week to week.

#### 5.1.2.5. Interpreter.

5.1.2.5.1. General. The Interpreter will provide USFOR-A Public Affairs with simultaneous interpretation of real-time communications to support PA and media operations. Enable rapid and accurate communication exchange of critical verbal information, primarily English to Pashto/Dari and Pashto/Dari to English.

#### 5.1.2.5.2. Specific Responsibilities.

- a. Conduct simultaneous, consecutive, accurate translations and summarizations of material, including simultaneous translation services for press conferences and speeches as required, using real-time translation equipment.
- b. Provide interpretation in AOR communications of cultural perspective and ideological significance.
- c. Tailor language to fit audience.
- d. Conduct simultaneous, consecutive, accurate translations and summarizations of material, including simultaneous translation services for press conferences and speeches as required, using real-time translation equipment.

#### 5.1.2.5.3. Specific Qualification Criteria:

- a. Be able to conduct simultaneous translation in Dari/and or Pashto to English, and back, with clear concise grammar and pronunciation in all languages. Must have at least two years of experience in simultaneous translation during live events.
- b. Possess at minimum S4 or Level 4 language proficiency – “Full professional proficiency.” 4/4 or Full professional proficiency is the fourth level of five in the Interagency Language Roundtable (ILR) scale and can be referred to as S4 or level 4. A person at this level is described as follows:
  - \*able to use the language fluently and accurately on all levels normally pertinent to professional needs
  - \*can understand and participate in any conversations within the range of own personal and professional experience with a high degree of fluency and precision of vocabulary
  - \*would rarely be taken for a native speaker, but can respond appropriately even in unfamiliar situations

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If an offeror chooses to use 'prior experience demonstrating the required language proficiency', the contractor must indicate the candidate possesses the experience demonstrating the required level of proficiency with the language(s) required on the candidate's resume.

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- c. Bachelor's degree is required, and a degree in Political Science, Afghan culture or Journalism is preferred.
- d. Monitor the culture, history, politics, economics and ethnographic makeup of Afghanistan.
- e. Read, comprehend and translate handwritten material, as well as the ability to write effectively in Dari and/or Pashto and English.
- f. Understand and convey relevant dialects, inferences and emotional overtones without repeatedly resorting to request for clarification; as well as the ability to convey these nuances to U.S. military officer.
- g. Engage Afghans in a culturally appropriate and attuned manner, showing respect for local cultural norms and customs.
- h. Possess previous experience working with Afghan government officials in Kabul or established relationships with Afghan ministerial officials are desirable.
- i. Possess a Secret Security Clearance.
- j. Possess U.S. Citizenship.
- k. Work at USFOR-A HQ in Kabul Afghanistan from the hours of 0730 until 2300, seven days a week. This position must provide 432 Dari and Pashtu interpreting hours per week to USFOR-A Public Affairs; this will be roughly 324 Dari hours and 108 Pashtu hours

each week, although the actual frequency of each language or division of hours may vary from week to week.

#### 5.1.2.6. Defense Video Information Distribution System (DVIDS) Technician.

5.1.2.6.1. General. Maintain DVIDS transmitters throughout the CJOA-A. Conduct operator training, equipment troubleshooting and repair equipment to further ensure the transmission of broadcast quality video and audio from the field.

#### 5.1.2.6.2. Specific Responsibilities:

- a. Manage and maintain DVIDS transmitters throughout the USFOR-A AOR, traveling as needed/required and on periodic facilitation visits to each Regional Command.
- b. The DVIDS technician will ensure that the “Transmitter Tracker” application within the DVIDS Hub Web site ([www.dvidshub.net](http://www.dvidshub.net)) is completely accurate at all times for all the DVIDS terminals that are in Afghanistan. All repairs, site visits, preventative maintenance, upgrades, etc that are conducted on each system shall be entered into the “Transmitter Tracker”. The location of each system and how many there are shall be accurate at all times.
- c. Conduct equipment troubleshooting and repair equipment within expeditionary repair level capabilities. In addition, provide operator guidance to military operators when requested while at site conducting maintenance.
- d. Prior to deployment, attend a licensed DVIDS training course and obtain certification to operate, repair, and maintain DVIDS equipment.
- e. Keep complete accountability of all DVIDS ground satellite terminals and all of the spare parts.
- f. As required, attend relevant and approved conferences and meetings.
- g. Respond to customer inquiries and correspondence.
- h. Maintain a spare parts inventory and repair of systems as required.

#### 5.1.2.6.3. Specific Qualification Criteria:

- a. Possess U.S. citizenship.
- b. Possess a 2- or 4-year degree in communications engineering, RF engineering, or similar engineering discipline with a minimum of 1 year experience maintaining and repairing ground satellite terminals.
- c. Possess training in and familiarity with DVIDS equipment, maintenance, repair, and safe and proper use.
- d. Provide electronic equipment maintenance/repair.



- e. Possess experience with satellite video/audio transmission systems.
- f. Possess experience in the Afghan region.
- g. Possess outstanding English writing and editing skills.
- h. Possess proficiency in the MS Office applications.
- i. For technical skills, possess professional certification from:  
Training courses or schools OR educational transcripts OR independent accreditation
- j. Possess a Secret Security Clearance.
- k. This position will work in Kabul, Afghanistan, at HQ USFOR-A PAO. This position must be available at minimum between the hours of 0800 to 1900, six days a week and will BPT travel to each RC on rotational and as-needed basis. This position must provide 72 hours per week.

#### 5.1.2.7. Web Content/Social Media Manager

5.1.2.7.1. General. The Web Content/Social Media Manager will provide comprehensive web management for USFOR-A Public Affairs, primarily through maintenance of the command's official website and related social media platforms, such as Facebook, Twitter, YouTube and Flickr. Ensure that the information on all sites is accurate, complete and timely. Primarily responsible for timely and effective use of all available tools to enhance delivery of content among USFOR-A, the users of its web sites and its followers on other new media platforms. Create and develop high-stylized special additions, pages and presentations that flow with the current design of the USFOR-A website as needed. Such projects would include flash multimedia presentations for hot topic issues and in depth magazine style pages developed in concert with the USFOR-A PAO Marketing Director of Social Media Team Chief or other designated government representative. Will also be responsible for coordinating the proper functioning and synching of USFOR-A's mirror websites in Dari and Pashto.

#### 5.1.2.7.2. Specific Responsibilities:

- a. Write and edit publication-quality content for the USFOR-A/USFOR-A website and other new media platforms. Such content will include news stories, news releases, other informational products, biographies of key leaders, podcasts, e-mail alerts, RSS feeds, video and still imagery and similar materials. Content will be approved by USFOR-A/USFOR-A PA.
- b. Perform daily searches on social media platforms for USFOR-A topics which will be determined by USFOR-A PAO Marketing Director of Social Media Team Chief or designated government representative.
- c. Maintain and report weekly statistics on website, social media usage and access with regards to USFOR-A social media sites. Create and maintain a daily report on social media traffic outside of USFOR-A's social media pages with respect to USFOR-A hot media topics.

Immediately report any spikes in social media traffic for designated topics to USFOR-A PAO Marketing Director of Social Media Team Chief or designated government representative.

d. Maintain high-quality web design of the USFOR-A site, as well as its mirrored sites, with content in Dari and Pashto.

e. Coordinate with military Public Affairs video and still imagery collection and distribution units to effectively use content they provide to reach audiences through the websites and other new media platforms.

f. Ensure cross-platform functionality, navigability, usability and accessibility for all of the USFOR-A web platforms.

g. Ensure that relevant materials are presented in a manner that reflects and takes advantage of localized and language-specific cultural norms and perspectives, working in conjunction with the Media Desk Officers and translators.

h. Remain updated on developments in web publishing techniques, as well as improvements in web-based applications and changes to file standards.

i. Monitor and troubleshoot technical problems with the USFOR-A websites and other new media platforms.

j. Constantly upload and publish completed web pages and new sections to the USFOR-A websites. Vigilantly scrub USFOR-A social media sites to remove any propaganda or inappropriate content and maintain a weekly report of all instances in which USFOR-A social media sites are used for such purposes.

k. Contractor shall not disseminate to any public venue or post on any website any information without prior approval of a designated representative of the U.S. military.

#### 5.1.2.7.3. Specific Qualification Criteria:

- a. Possess U.S. citizenship.
- b. Possess an Associate of Arts degree in web development, design or a related field; or at least two years of professional experience in a related field; or the equivalent combination of education and experience that will allow him or her to effectively perform the responsibilities listed above.
- c. Possess proficiency in web content and site management and design applications, including Microsoft FrontPage, Dreamweaver, Adobe In Design, Adobe Photoshop, PakeMaker, and the Microsoft Office Suite. Maintain proficiency in applications Adobe Professional Suite to include at a minimum: Adobe Air, Adobe Flash, Adobe Illustrator, Microsoft Image Composer,
- d. Possess effective design techniques and standards including user interface design, graphic creation, production, and optimization for the web.

- e. Possess experience in reconciling compatibility issues for all major web platforms and browsers.
- f. Possess proficiency in industry standards in website development and content accessibility.
- g. For technical skills, possess professional certification from:  
Training courses or schools OR educational transcripts OR independent accreditation  
In:  
Public relations OR Social media development or management OR Web Development by the Universal Accreditation Board.
- h. Work effectively with HTML, CSS, PHP, XML and scripting languages such as JavaScript and ASP; as well as knowledge of how to incorporate cross-platform web accessibility into this work.
- i. Possess proficiency in relational database management tools such as Access or SQL Server.
- j. Possess a Secret Security Clearance.
- k. This position will work at USFOR-A HQ or HQ ISAF in Kabul Afghanistan. Must provide 84 hours per week from the hours of 0900 until 2100, seven days a week with the Public Affairs section. Co-location with the Public Affairs department is a requirement.

5.1.2.8. Web Engineer/Social Media Portal Manager (CONUS-based).

5.1.2.8.1. General. The purpose of this position is to maintain and manage all technical aspects of the USFOR-A/USFOR-A Command Information website. The duties include managing hosting and backups, managing development, obtaining requirements to increase the site capabilities, assisting with content management as necessary, providing training and support to staff involved in content management. The web engineer will additionally evaluate and provide design, development for any additional sub-portals/sub-sites that is required.

5.1.2.8.2. Specific Responsibilities:

- a. Manage design and development of websites based on needs analysis and scope of work provision.
- b. Design and develop the necessary back-end database and necessary SQL calls for the websites.
- c. Deploy and manage hosting of websites.
- d. Provide continues maintenance, development, and bug fixes for applications through the use of content management systems and customization on an as-needed basis.
- e. Document the website code and applications.

- f. Provide content updates on an as needed basis, working with staff in Afghanistan.
- g. Provide personnel to work 12-hour assistance and support, 6 days a week, and then to be on call for emergency or quick turnaround requests for the remaining hours of the day and week for the length of the contract.

#### 5.1.2.8.3. Specific Qualification Criteria:

- a. Proficient use in HTML, JavaScript, DHTML, PHP.
- b. Proficient use in MySQL, Apache, Linux hosting systems.
- c. Proficient use in with Content Management Systems, especially Joomla and Wordpress.
- d. Provide excellent verbal and written communications skills.
- e. Proficient use in source management systems such as SVN (preferred) or CVS.

#### 5.1.3. **PA Operations**

##### 5.1.3.1. Task Delineation by Position.

##### 5.1.3.1.1. Situation Awareness Room Watch Officer

5.1.3.1.1.1. General. The Situation Awareness Room (SAR) Watch Officer (WO) provides on-site communications experience and skills on behalf of the Deputy Chief of Staff (Communications) for the SAR Shift Leader and SAR CJ3 Watch Keeper. As required, he provides support in the Situation Awareness Center (SAC), which functions as the HQs USFOR-A Combined Joint Operations Center. The SAR WO will have broad information operations and communications background and experience

##### 5.1.3.1.1.2. Specific Responsibilities:

- a. Maintains constant Situational Awareness of operations across the theater
- b. Maintains close contact with all elements of DCOS COMM, including but not limited to PA, Influence and Outreach (I&O), Spokesman, and all respective counterparts in subordinate headquarters, especially USFOR-A Joint Command (IJC) and the GIRoA Media Information Center (GMIC).
- c. Assists the SAR Shift Leader and SAR Watch keeper identify those events which will provoke media attention or involvement.
- d. Alerts DCOS COMM and senior staff when serious incidents occur or Friendly Force Information Requirement (FFIR) thresholds are breached.
- e. Ensures information from and to the SAR is timely and accurate.

- f. Maintains close contact with DCOS Communication counterparts at subordinate commands.
- g. Keeps the Chief SAR and other personnel in the SAR appraised of the current situation, level of media interest, and mitigation actions as directed by DCOS COMM.
- h. Prepares inputs for briefings and updates as directed by Chief, SAR, SAR Shift Director, and SAR Watch keeper.
- i. Coordinates with subordinate command elements, higher headquarters, and relevant Afghanistan government media operations elements and offices.
- j. Maintains a verbatim record of COMUSFOR-A key quote.
- k. As required, assists in production of products for release to media.
- l. As required, assists provision of support to media engagements.

#### 5.1.3.1.1.3. Specific Qualification Criteria

- a. Possess a minimum of 12 months of experience in information operations assignments. Experience must include preparation or directing preparation frequent contact with local government and community leaders; participation in staff planning, programs, or communication and dialogue with military members and civilian employees; public speaking; and military briefings.
- b. Possess native English speaking skills.
- c. Provide written and oral briefing skills.
- d. Possess U.S. citizenship.
- e. Possess a Secret Security Clearance..
- f. Possess NATO or National IO (preferable) and/or Public Affairs (acceptable) training; completion of IO and/or PA Officer or NonCommissioned Officer curricula as taught at US Defense training institutions.
- g. Possess BA/BS undergraduate-level education in mass or public communication, communicative arts, journalism.
- h. Possess military background/extensive experience including operational experience as IO and/or PA Officer or practitioner/specialist
- i. Possess automatic data processing: proficient word processing and spreadsheet, graphics and database

- j. Work in Kabul, Afghanistan, at HQ USFOR-A. SAR Watch requires coverage 24 hours a day, 7 days a week; must provide 168 watch hours per week to ensure full-time coverage.

### PART 3

## ADDITIONAL REQUIREMENTS AND INFORMATION, AND CONTRACT OVERSIGHT

### **6. Requirements for Qualifications and Replacements.**

6.1. General. The selection and training requirements for all positions are the responsibility of the contractor. Waivers, if granted, are only applicable for a specific job and are not transferable. All relevant regulations, policies and legal constraints remain in effect. Waivers to all requirements may only be granted by the COR. All positions are 7 days a week/8-12 hours per day unless otherwise noted.

6.1.1. The contractor shall ensure all contractor personnel hired by or for the contractor understand and comply with all policy, guidance, instructions, and general orders applicable to contractor personnel in the AO as issued by the combatant commander or his/her representative to ensure mission accomplishment, force protection, and safety.

6.1.2. The contractor shall at all times remain contractually responsible for the conduct of its contractor personnel.

6.1.2.1. During the course of the contract, individuals may be identified whose actions or job performance are inconsistent with the level of competence and qualifications specified or set forth in this contract. In those instances where the COR has identified personnel not meeting contract requirements, the Contracting Officer (KO) shall notify in writing the company representative. Upon notification, the company shall take appropriate action to rectify the situation.

6.1.2.2. If a contractor employee is underperforming, it will reflect on the contractor performance as a whole and the contractor chooses to reassign or replace the individuals. Any vacancy or void must be replaced with another qualified employee no later than 30 days after the initial vacancy or void. Such standards for time and replacement also stand in circumstances wherein the contracted employee for health, emergency, personal crisis or other reasons decides to, or the company decides, as specified in the contract, to resign or depart the employ of the company. The employee must be replaced within 30 days by the company and in Afghanistan fully prepared to execute the tasks and missions as specified in the contract. In the event that the company, as specified in the contract, is unable to provide such a replacement in the timeframe specified, penalty clauses will be engaged per the quality assurance plan of this contract. In addition, at any given time 90% of the team must be fully available.

6.1.3. The contractor will coordinate all leaves, passes and, to the degree possible, sick time, with the COR well in advance of planned absences. The team must also possess all the training experience and tools necessary to complete their assigned duties and tasks. At that time the applicable penalty clauses, as specified in the quality assurance plan will be invoked.

6.1.4. Contingency Plan. Within 30 days of contract award, the contractor will prepare a contingency plan to ensure continuity of service during a crisis or unexpected conditions and

shall be prepared to implement the plan upon notification of the crisis. The plan will provide ways and means the contractor will address and replace unexpected vacancies. The plan should identify which contractor personnel are members of the US Army Reserve or National Guard or other military Reserve Components and who have a military mobilization recall commitment. Provide for adequate replacement of those contractor personnel in the event of mobilization.

## **7. Additional Information**

7.1. Quality Control. The contractor shall develop and maintain an effective quality control program to ensure services are performed in accordance with this PWS. The contractor shall develop and implement procedures to identify, prevent, and ensure non-recurrence of defective services. The contractor's quality control (QC) program is the means by which he assures himself that his work complies with the requirement of the contract. After acceptance of the quality control plan, the contractor shall receive the contracting officer's acceptance in writing of any proposed change to this QC system. The QC plan shall be submitted within 14 days of contract award.

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

7.3. Recognized Holidays. USFOR-A Headquarters are deployed headquarters that conducts operations seven days a week. Those employed under this PWS are expected to work up to seven days a week unless on authorized vacation or otherwise excused from assigned duties as stipulated by their management in coordination with the COR.

7.4. Hours of Operations/Place of Performance. The contractor is responsible for conducting the duties articulated in this PWS between the hours of 0800 until 1800, unless otherwise noted, seven days a week, with days off scheduled in advance. The contractor must at all times maintain an adequate work force for the uninterrupted performance of all tasks defined within this performance work statement. When hiring personnel, the contractor shall keep in mind that the stability and continuity of the work force are essential to mitigate personnel turnover during the period of performance of this effort. The contractor shall ensure they hire personnel willing and committed to working an extended period of time during the contract's performance. The contract shall anticipate late hours and often late-breaking and off-hour requirements and make its personnel available to meet these needs.

7.5. Security Clearance. The contractor must possess at time of award US Facility Clearance to the SECRET level in accordance with Department of Defense Directive (DODD) 5220.22, NISPOM. This SECRET level clearance also applies to affiliates, team members, and subcontractors if they require access to classified information. Individuals who require access to classified information or material must have an individual security clearance at the SECRET level. This clearance shall include both access to secure documents involving the SECRET classification, and storage capabilities to the same level, For those requiring to work at USFOR-A the Government will furnish the contractor with a photo security badge which will provide the contractor access to all required spaces at USFOR-A. The contractor will abide by the rules governing display and safeguarding of the badge and will report any lost or stolen card

immediately to the Special Security Officer situated at USFOR-A HQ. The contractor shall pay close attention to operational security issues (even for unclassified information) and ensure proper marking and handling of any information that might be detrimental if publicly released, Reference the following documents: a. AR25-55, Freedom of Information Act (FOIA), b. AR 380-5, Department of the Army Information Security Program, c. Security Classification Guidance, operation ENDURING FREEDOM and Operations NOBLE EAGLE, March 28, 2002, d. Executive order 13292, Sec 1.7., e. DoDI 5230.29.

**7.5.1. Clearances and Background Checks.** The contractor shall comply with Attachment 0005 DD Form 254 and DODD 5220.22-M, National Industrial Security Program Operations manual (NISPOM). The contractor shall ensure all employees have the required security clearances and/or required background checks equal to/or greater than the classified information to which they are granted access. The contractor shall work with the Information Security Program Manager (ISPM) on all security related issues, and shall take appropriate measures to prevent the unauthorized disclosure of classified information and material to unauthorized individuals, in conjunction with the supported organization(s). See Attachment 0008 Biometrics Decree for the latest guidance on biometrics requirements for local and third country nationals. Persons affected by this decree include all personnel requesting access to US and ISAF bases and facilities, in addition to PSCs under contract with MoI.

**7.5.2. Classified Destruction.** The contractor shall destroy classified material in accordance with DODD 5200.1-R and local procedures. The government will provide classified material burn and destruction facilities.

**7.5.3. Security Training.** The contractor shall provide initial and refresher training to all employees in accordance with DODD 522-.22-M and local requirements. Additionally, the contractor shall provide classified debriefs to employees in accordance with the NISPOM.

**7.6. OPSEC Program.** The contractor shall establish and maintain a vigilant OPSEC Program. The contractor shall provide documentation showing their OPSEC Program is current and that all members have been trained. Refresher training will be conducted semi-annually.

**7.7. Intelligence Gathering.** The contractor will not conduct intelligence gathering activities (foreign intelligence or counter intelligence) as defined in US Presidential Executive Order 12333. There can be no "Request for Information" (RFI) or other forms of request directing the contractor to collect information against specific groups or individuals. US Forces – Afghanistan may not utilize or task the contractor for intelligence collection, dissemination, or storage. The contractor may not collect or conduct Foreign Intelligence or Counterintelligence. Foreign Intelligence is defined as "information relating to the capabilities, intentions or activities of foreign governments or elements thereof, foreign organizations, foreign persons, or international terrorists." Counter Intelligence is defined as "information gathered and activities conducted to protect against espionage, other intelligence activities, sabotage, or assassinations conducted for or on behalf of foreign powers, organizations or persons, or international terrorist activates, but not including personnel, physical, and document or communications security programs." Contractors may not be used to collect information relating to capabilities, intentions or activities or the host nation government, the Taliban or the Al-Qaida network, In the event the contractor has questions or concerns pertaining to any tasking, the contractor should seek written guidance from USFOR-A.



7.8. **Disclosure of Information.** In the performance of this contract, the contractor may have access to data and information proprietary to a Government agency or of such nature that its dissemination or use, other than as specified in this contract, would be illegal or otherwise adverse to the interests of the Government or others. Neither the contractor nor contractor personnel shall divulge nor release data or information developed or obtained under performance of this contract, except to authorized Government personnel or upon written approval of the Contracting Officer or contracting officer's representative, neither the contractor nor contractor personnel shall use, disclose, or reproduce proprietary information bearing a restrictive legend, other than as specified in the contract, In addition to any other limitations on disclosure of information required by the terms of this contract, the contractor shall also comply with the following, to the extent that this section does not conflict with such other limitations.

7.8.1. Disclosure of information regarding operations of the activity to persons not entitled to receive it, or failure to safeguard any classified information that may come to the contractor (or any persons under the contractors control) in connection with work under this contract, may subject the contractor, contractor's agent, or employees, to criminal liability under Title 18, Sections 793 and 798 of the US Code. Neither the contractor nor the contractor's employees shall disclose or cause to be disseminated, any information concerning the operations of the activity that could result in, or increase the likelihood of, the possibility of a breach of the activities' security or interrupt the continuity of operations.

7.8.2. The contractor shall not respond directly to inquiries, comments, complaints, or requests for information by non-Government persons or organizations, relating to matters observed, experienced, or learned as a result of the performance of this contract, unless they are specifically assigned to engage external agencies, such as the media, in fulfillment of their public affairs responsibilities. Otherwise, such inquiries or requests for information by non-Government persons or organizations shall be referred to the Contracting Officer or COR for evaluation by the Freedom of Information Act Officer, Public Affairs officer, Foreign Disclosure Officer or other appropriate Government personnel, who shall be responsible for determining whether such requests will be honored. The contractor shall inform the Contracting Officers' Representative of any release of information to authorized Government agencies.

7.8.3. The contractor shall not release personal information regarding individuals that would be exempt from disclosure under Exemption 6 of the Freedom of Information Act or the Privacy Act without prior authority of the Contracting Officer or contracting officer's representative.

## **8. Government and Contractor Oversight.**

8.1. Contracting Officer (KO). The Contracting Officer is responsible to safeguard the interests of the United States in contractual relationships. Only the KO is authorized to bind the government and then, only to the extent of the authority delegated to them through the issuance of a warrant.

8.1.3. **Contracting Officer Representative (COR) or the Alternate (ACOR) will be appointed by the Contracting Officer.** The Contracting Officer's Representative (COR) or ACOR will represent the Contracting Officer regarding all matters of a technical nature only, and will be the direct interface with Contractor personnel during the performance of this requirement. In addition, the COR will have a certificate of attending a basic COR or Quality Assurance Evaluator training session. The COR and ACOR are authorized to provide technical direction to

the contractor (within the PWS) on these tasks and shall be responsible for the provision of Government-Furnished information or Equipment (GFI/GFE) for those required to work on-site. They are not authorized to direct the contractor. The only individual to direct the contractor is the Contracting Officer. The Government shall identify a certified COR and ACOR for this effort 7 calendar days after contract award.

8.2. **Contracting Officer Representative (COR).** The COR is responsible for quality assurance guidance and to ensure that contract quality requirements, provision, standards, and thresholds are defined, practical, enforceable, necessary, and verifiable.

8.2.1. **Government Oversight.** The COR provides Government guidance to the Contractor, provides official interface with the Contractor, and ensures the Contractor's products meet Government requirements. Additionally, the Government will identify Government personnel who will oversee day to day activities of the contractor in coordination with the COR and directly participate in those missions which contractor personnel are not authorized to perform alone. The COR will report on and assess the effectiveness of the contract base on the Quality Assurance Surveillance Plan (QASP) contained in this PWS.

8.3. **Essential Contractor Service.** All positions are considered mission essential. The contractor should use as reference DODD Instruction 3020.37, Continuation of Essential DODD Contractor Services During Crisis.

## PART 4 ADMINISTRATIVE REQUIREMENTS

### 9. **Administrative Requirements.**

9.1. **Deployment Processing and Travel.** In accordance with DODD guidance, all US contractor personnel deploying in support of forward-deployed troops are required to process through a CONUS Replacement Center (CRC) located at various military installations in the US. The Government Contracting Officer will provide a Letter of Authorization (LOA) to contractor personnel validating, at a minimum, their employment and authority to process for deployment at the CRC. The contractor shall coordinate directly with the CRC to schedule attendance for contractor personnel. Contractors shall ensure all deploying Contractor personnel, prior to entering Afghanistan, have been issued individual Body Armor (IBA), protective helmet, and any other personal protective equipment (PPE) required by the CRC at the time of deployment. (Note: non-US citizen Contractor personnel, if utilized, are not required to process through a CRC, but are required to process into theatre through the processing center in Kuwait) The contractor shall not be required or allowed to travel independently on behalf of the Government throughout the Afghanistan AOR.

9.2. **Mobilization.** The contractor is responsible for mobilizing all personnel. Mobilization includes travel to the CRC from an individual's home of record prior to deployment and travel from the CRC to the contractor's in-country office. Mobilization includes all efforts to recruit and vet personnel. The contractor shall be responsible for ensuring their personnel have all necessary equipment to perform required duties, including but not limited to computers and cell

phones. The contractor has one (1) 60-day period to mobilize and transition and begin performing in accordance with the requirements of the PWS and contract.

9.3. Redeployment. The contractor is responsible for redeploying all personnel. Redeployment includes travel to the CRC from Afghanistan and travel to an individual's home of record from the CRC. The contractor shall be responsible for ensuring their personnel return all Government-furnished equipment, to include both items issued in-country and by the CRC in CONUS.

## 10. Furnished Items.

### 10.1. Contractor Furnished Items:

#### 10.1.1. Pre-deployment training

#### 10.1.2. Pre-deployment life support

#### 10.1.3. Authorized equipment for deployment

10.1.4. Housing. Contractor will secure commercial housing in accordance with GIRoA, USFOR-A and its own policies with respect to the billeting of personnel in a hazardous duty area.

10.1.5. All travel and transportation to pre-deployment training location(s), to CRC, and to Afghanistan or other designated points of interface with government in theater travel. The contractor is also responsible for providing transportation as required for normal duties for contractor personnel with the commuting vicinity of duty locations, above and beyond any base public transportation if available. Up-armored vehicles are required for any contractor transportation; soft-skinned vehicles possess too much of a risk and are not allowed to be used by the contractor in-theater.

10.1.5.1 Immigration and customs requirements. The contractor is responsible for (i) obtaining all passports, visas, and other documents necessary for contractor personnel to enter and exit the AO and (ii) the customs liabilities of its contractor personnel. Required local documentation will be obtained at the Contractor's expense.

10.1.6. Communication items (with the exception of GFE as stated in the PWS) needed to meet mission requirements.

10.1.7. All other equipment and supplies required to complete the required effort not already provided by the Government.

10.1.8. Defense Base Act (DBA) Workers' Compensation is required for all US citizens, US residents and all employees or sub-contractors hired on overseas government contracts. Depending on the country, foreign nationals must also be covered under DBA.

10.1.9. Applicable insurance riders. The contractor shall provide applicable riders to company provided life and health insurance policies that cover employee travel and work in locations that qualify as Hazardous Duty or imminent Danger as described by the Department of Defense.

10.1.10. Computer Servers. The current servers are in possession of the current contractor. However, these servers will not be transitioned to the new contractor, but the information will need to be transitioned from the previous server to a server to be provided by the new Contractor. These servers will have to be purchased by the new Contractor and included in its Firm Fixed Pricing.

10.2. Government Furnished Items:

10.2.1. CAC Card Processing (as applicable)

10.2.2. Letter of Authorization (LOA) processing

10.2.3. Processing of base/Facility passes (as applicable)

10.2.4. Government Furnished Property and Services. For contractor personnel required to work at USFOR-A HQ, the Government shall provide office space, office furniture (desks, chairs, office storage), information technology (computers, printers, monitors, keyboards, internet connections for classified and unclassified data), office forms, normal office supplies (pens, paper, staplers, etc.), classified and unclassified data storage, digital sender/fax machine, and internet and telephone access. The telephone and network access shall be for official use only and shall be subject to communication management monitoring and security monitoring in accordance with AE 105-23, 380-53 and any applicable Government information managing policy. All furnished equipment, spaces, accesses and badges will be returned to the Government's control upon completion of the task or contract completion, whichever is earlier. IAW AFARS 5145.391, a complete Government Furnished Property (GFP) list is contained at Attachment 0006.

10.3. Life Support

10.3.1 The contractor is authorized:

10.3.1.1. DFAC and/or meals at Government expense.

10.3.1.2. Access to APO Mail service

10.3.1.3. Access to Military Exchanges.

10.3.1.4. Access to Military Morale, Welfare and Recreation centers.

10.3.1.5. Access to military banking facilities.

10.3.2. Security. The Contractor is responsible for protection of contractor personnel when travelling outside of any US-controlled areas within the city of Kabul as defined in Attachment 0009 – Policy #11, Mounted and Dismounted Movement, dated 13 Nov 11, including any work the DVIDS technician needs to provide within the Kabul area. However, for any work that is required outside of the Kabul area, the Government will provide a military escort.

See clause 952.225-0001 'Arming Requirements and Procedures for Personal Security Services Contractors and for Requests for Personal Protection' for guidance. See Attachment 0007 Bridging Strategy for Implementation of Presidential Decree 62 for the latest guidance on arming requirements. In accordance with clause 952.225-0001(e)(3), all local and third country nationals will voluntarily submit to full biometric enrollment in accordance with theater biometric policies within 60 days of their arming request. See Attachment 0008 Biometrics Decree for the latest guidance on biometrics requirements. Persons affected by this decree include all personnel requesting access to US and ISAF bases and facilities, in addition to PSCs under contract with MoI.

10.3.3. Fuel. The Government will provide fuel for contractor vehicles that are used for performance of this contract as verified by the COR. The Government will not provide fuel for personal use.

10.3.4. MilAir may be provided for by the Government. Occasions may include flying into and out of the AOR. The COR will approve all MilAir travel.

10.3.5. Protective Equipment. The Government will provide military protective equipment such as flak vests and helmets for those personnel that are required to deploy through a Government-approved CRC prior to deployment. The Contractor shall be responsible for providing this equipment to all personnel already in-country that are not required to go through CRC.

#### 10.4. Risk Assessment and Mitigation

10.4.1. The Contractor shall brief its personnel regarding the potential danger, stress, physical hardships and field living conditions.

10.4.2. The Contractor shall require all its personnel to acknowledge in writing that they understand the danger, stress, physical hardships and field living conditions that are possible if the employee deploys in support of military operations.

10.4.3. The contractor shall ensure that all deployable contractor personnel are medically and physically fit to endure the rigors of deployment in support of a military operation. The contractor shall also research which commercial medical care facilities within Kabul to utilize for routine care for its employees.

10.4.4. Due to the nature of this requirement, the contractor shall inform the COR if a contractor personnel departs the theatre of operations without proper notice. The contractor will ensure continued performance in accordance with the terms and conditions of the contract and execute fill requirements as stated in Section 6 of this PWS.

10.4.5. The Contractor will designate and provide contact information for a point of contact and back up for all its plans and operations, and if necessary, resolve operations issues with the deployed force.

10.4.6. As required by the operational situation, the Government may, at its discretion, relocate Contractor personnel (who are citizens of the US, aliens in residence in the US or third country nationals, not resident of the host nation) to a safe area or evacuate them from the theater of operations.

## 11. Documentation

11.1. Documentation. All management documentation shall be provided in the most current Microsoft Office software version (e.g., Office 2000, XP, etc) to include Microsoft Word (.doc file extension), Microsoft Excel (.xls file extension), and Microsoft PowerPoint (.ppt file extension). Unless otherwise directed by the COR, requested documentation will be submitted via email to the COR.

11.2. Inspection/Acceptance Criteria. Final inspection and acceptance of all work performed, reports, and other deliverables shall be performed in Kabul, Afghanistan

## PART 5 DEFINITIONS & ACRONYMS

DCOS COMM – Deputy Chief of Staff Communication

LEGAD – Legal Advisor

PWS – Performance Work Statement

KO – Contracting Officer

Contracting Officer's Representative (COR) – A representative from the requiring activity assigned by the Contracting officer to perform surveillance and to act as liaison to the contractor

CCE – Contracting Center of Excellence

Defective Service – A service output that does not meet the standard of performance associated with it in the Performance Work Statement.

Quality Assurance Surveillance Plan (QASP) – An organized written document specifying the surveillance methodology to be used for surveillance of contractor performance.

Quality Control – Those actions taken by a contractor to control the performance of services so that they meet the requirements of the PWS

Quality Assurance – Those actions taken by the government to assure services meet the requirements of the Performance Work Statement

GIRoA – Government of the Islamic Republic of Afghanistan

IC – International Community

ISAF – International Security Assistance Force

USFOR-A – United States Forces, Afghanistan

DVIDS – Defense Video Information Distribution Systems

CJOA-A – Combined Joint Operations Area

## PART 6 APPLICABLE PUBLICATIONS

12.1 Publications applicable to this PWS are listed below. The publications must be coded as mandatory or advisory, the date of the publication, and what chapters or pages are applicable to the requirement. All publications listed are available via the Internet at the specified e-mail address.

12.2 The contractor shall ensure that all contractor personnel comply, at all times, with (i) all applicable Service and Department of Defense (DODD) regulations, directives, instructions,

policies, procedures, and orders issued by the combatant commander or his/her representative, (ii) U.S., host nation, and international laws and regulations, and (iii) international agreements (e.g., treaties, conventions, protocols, Status of Forces Agreements, Host Nation Support Agreements, and Defense Technical Agreements), applicable to contractors supporting the U.S. Armed Forces under the facts and circumstances in the area of operations (AO). The contractor shall also fully comply with the guidance listed below. USFOR-A will provide all referenced documents, to include updates, to the contractor.

12.2.1 Convention Respecting the Laws and Customs of War on Land (Hague IV) and its Annex: Regulation Concerning the Laws and Customs of War on Land, October 18, 1907. 1.2.3. Geneva Convention for the for the Amelioration of the Condition of the Wounded and Sick in the Armed Forces in the Field, August 12, 1949 (Geneva Convention I) (GWS).1.2.4 Geneva Convention for the Amelioration of the Condition of the Wounded, Sick and Shipwrecked Members of Armed Forces at Sea, 12 August 1949 (Geneva Convention II) (GSW-SEA).1.2.6. Geneva Convention Relative to the Treatment of Prisoners of War, August 12, 1949 (Geneva Convention III) (GPW).

12.2.2 Geneva Convention Relative to the Protection of Civilian persons in Time of War, August 12, 1949 (Geneva Convention IV) (GC).

12.2.3 Protocol Additional to the Geneva Conventions of 12 August 1949, and Relating to the Protection of Victims of International Armed Conflicts (Protocol I), 8 June 1977.

12.2.4 Protocol Additional to the Geneva Conventions of 12 August 1949, and Relating to the Protection of Victims of Non-international Armed Conflicts (Protocol II), 8 June 1977.

12.2.5 United Nations Convention against Torture and Other Cruel, inhuman or degrading Treatment or Punishment, 10 December 1984, and the U.S. reservations thereto (Convention Against Torture)

12.2.6 United Nations Convention Relative to the Status of Refugees, 28 July 1951.

12.2.7 United Nations Protocol Relating to the Status of Refugees, 31 January 1967

12.2.8 SECDEF Memo, UCMJ Jurisdiction over DODD Civilian Employees, DODD Contractor Personnel, and other Persons Serving with or Accompanying the Armed Forces Overseas During Declared War and In Contingency Operations 10 March 2008

12.2.9 DODD Directive 5100.77, DODD Law of War Program, July 10, 1979.

12.2.18 DODD instruction 3020.37, Continuation of Essential DODD Contractor Services During Crises, 16 November 1990.

12.2.10 DOD Directive 5100.77, DOD Law of War Program, 9 December 1998.

12.2.11 DODD 5210.84 Security of DODD Personnel at U.S. Missions Abroad

12.2.12 DODD 5525.5 Cooperation with Civilian Law Enforcement Officials

12.2.13 JP 2-01.1, Intelligence Support to Targeting, 9 January 2003

12.2.14 JP 3-07.2, Joint Tactics, Techniques, and Procedures for Antiterrorism

12.2.15 JP 5-0, Doctrine for Planning Joint Operations, 20 January 2005

12.2.16 USCENTCOM General Order 1B 13 March 2006

12.2.17 AR 25-50, Preparing and Managing Correspondence, dated 21 November 1988

12.2.18 AR 190-11, Physical Security of Arms, Ammunition and Explosives, 12 February 1998.

12.2.19 AR 190-40, Serious Incident Report, 6 September 2006

12.2.20 AR 380-67, Personnel Security Program, 9 September 1988

12.2.21 AR 525-13, The Army Combating Terrorism Program, 29 September 1995AR 530-1  
Operations Security (OPSEC)

12.2.22 AR 715-9, Contractors Accompanying the Force, 29 October 1999

12.2.23 Data pertaining to deliberations and decisions of Steering Groups and other bodies and elements internal and external to USFOR-A the provide guidance or support to the USFOR-A mission.

12.2.24 Additional documents identified by the Government during performance period of this effort may be required.



## TECHNICAL EXHIBIT 1

## DELIVERABLES SCHEDULE

<b>Deliverable</b>	<b>Frequency</b>	<b># of Copies</b>	<b>Medium/Format</b>	<b>Submit To</b>
(3.3) Scorecard Report	Monthly no later than the 5 <sup>th</sup>	One electronic copy via email	Email with MS Word/Excel or PPT attachment	KO and COR
(3.1) In-Progress Review	Quarterly, at minimum		Telephone Conference Call	KO and COR
(7.1) Quality Control Plan	Within 14 days of contract award	One electronic copy via email	Email with MS Word/Excel or PPT attachment	KO and COR
Personnel Roster with contact information	Within 10 days of contract award and updated roster when changes occur	One electronic copy via email	Email with MS Word/Excel or PPT attachment	KO and COR
(RFP, Section H, 2.1) Personnel List	Within 10 days of contract award and updated roster when changes occur	One electronic copy via email	Email with MS Excel attachment	KO
(6.1.4.) Contingency Plan	Within 30 days of contract award	One electronic copy via email	Email with MS Word/Excel or PPT attachment	KO and COR
(RFP, Section C, 952.225-0005) Monthly Contractor CENSUS Reporting	Monthly no later than the 25 <sup>th</sup>	One electronic copy via email	Email with MS Word/Excel attachment	KO
(RFP, Section C, 52.237-4511) Contractor Manpower Reporting	Annually by 31 October		Electronically at <a href="https://contractor.manpower.army.pentagon.mil">https://contractor.manpower.army.pentagon.mil</a>	KO
(5.1.2.7.2.c) DVIDS training certificate	Prior to deployment of DVIDS technicians	One electronic copy via email for each DVIDS technician	Email with attachment	KO and COR