



STATEMENT OF WORK (SOW)

For

INTEGRATED LOGISTIC SUPPORT

KANDAHAR AIRFIELD (KAF)

**AIRPORT OF DEBARKATION (APOD)
SERVICES**



AMENDMENT RECORD

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APPROVAL RECORD

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1. Scope

- 1.1. The International Security and Assistance Force (ISAF) Mission includes the provision of assistance to the Government of the Islamic Republic of Afghanistan (GIROA) in the reconstruction and restoration of public infrastructure. Contractors play an integral part in supporting the ISAF mission. The ISAF mission is authorized under various provisions of United Nations Security Council Resolutions (UNSCR).
- 1.2. The Contractor will provide and sustain specific services as prescribed within the schedule of requirements as outlined in a detailed Annex to this SOW in order to maintain, to an acceptable standard, such services. These are in relation to Aerial Port of Disembarkation (APOD) services to all NATO, ISAF and International partner forces.
- 1.3. Place of performance:
 - 1.3.1. All services (unless otherwise stipulated and agreed to) shall be performed at Kandahar Airfield (KAF) in southern Afghanistan, approximately 16 km southeast of the city of Kandahar and 60 km northwest of the Pakistan border. The precise location is:
 - 1.3.1.1. Latitude 31 30.3 North - Longitude 65 50.9 East.
 - 1.3.1.2. Elevation is 1014 metres (3329 feet) above mean sea level.
 - 1.3.1.3. The climatic conditions are hot and dry with temperature cycles between -10 to 44°C and relative humidity between 6 to 44% (STANAG 2895 deals with environmental/climatic operating conditions).
 - 1.3.1.4. Torrential downpours can be expected during the winter months of December to February.
- 1.4. There is a NAMSAs document entitled 'Instructions to Contractors on Deployed Operations' (Ref. Paragraph 2.6). The aim of which is to provide contractors, nations and all involved NATO Headquarters with the guidelines and procedures governing all contracts under the terms of which contractors are required to deploy in support of operations at KAF. Responsibilities, requirements, policy and procedures are defined in this document including deployment and entry into theatre. This document should be read and fully understood by all parties.

- 1.5. The agreement(s) between the Islamic Republic of Pakistan and the Islamic Democratic Republic of Afghanistan and the North Atlantic Treaty Organisation (NATO) in respect of military operations in the region are legally binding agreements between the respective Governments and NATO. Hereinafter it shall be referred to as the Military Technical Agreement (MTA). All contractors shall abide by the terms and conditions as prescribed therein. These shall be made available, for reference and guidance, to all concerned parties. (Ref. Paragraph 2.5.).
- 1.6. All KAF tenants, to include but not limited to, Troop Contributing Nations (TCN), Combined Joint Statement of Requirements (CJSOR), Regional Command/South (RC/S) and Embedded Nations (EN) may have their own capabilities; however, they may also wish to acquire services from the Contractor on a reimbursable basis. All requests shall be initiated and coordinated through the NAMS A KAF APOD Office.

2. Applicable Documents

- 2.1. The Applicable Documents listed in this SOW, Annexes and Appendices contain the various standards against which the requested services are to be performed. The contents of these standards are applicable to the extent that they are relevant to the services to be provided at KAF.
- 2.2. International Organization for Standardisation (ISO) documents:
 - 2.2.1. ISO 9000:2005 Quality Management Systems (QMS) - Fundamentals and Vocabulary.
 - 2.2.2. ISO 9001:2008 Quality Management Systems (QMS) Standard - Requirements.
 - 2.2.3. ISO 9004:2000 Quality Management Systems (QMS) Guidelines for Performance Improvements.
 - 2.2.4. ISO 14001:2004 Environmental Management Systems – Requirements with guidance for use.
- 2.3. Occupational Health and Safety Assessment (OHSAS) 18000 Series
 - 2.3.1. OHSAS 18001:2007.
 - 2.3.2. OHSAS 18002:2007.
- 2.4. Allied Quality Assurance Publications (AQAP):
 - 2.4.1. AQAP 2105 NATO Requirements for Deliverable Quality Plans.
 - 2.4.2. AQAP 2110 NATO Quality Assurance Requirements for Design, Development and Production.

- 2.5. Military Technical Agreement (MTA) between the International Security Assistance Forces (ISAF) and the Interim Administration of Afghanistan (Interim Administration) dated 04 January 2002.
- 2.6. Instructions to NAMSA Contractors Deployed on NATO Operations (INSTRUCTIONS).
- 2.7. Standardisation Agreements (STANAGs) establish common processes, procedures, terms, and conditions for common military or technical procedures or equipment between the member countries of the Alliance and which are in common use whilst supporting military operations.
 - 2.7.1. STANAG 6001 Language Proficiency Levels.
 - 2.7.2. STANAG 2895 Environmental Conditions.
- 2.8. International Civil Aviation Organisation (ICAO) Standards.
- 2.9. AAP-15 NATO Glossary of abbreviations used in NATO documents and publications.
- 2.10. Allied Command Europe (ACE) Directive:
 - 2.10.1. ACE Directive 60-80 Property Accounting and Control.
 - 2.10.2. ACE Directive 70 -1 ACO Security Directive.
- 2.11. Applicable ISAF Standard Operating Procedures (SOPs).
- 2.12. Applicable RC(S) SOPs.
- 2.13. Applicable COMKAF SOPs.
- 2.14. Kandahar Airfield Tenants Charter.
- 2.15. Applicable Military Standards (MIL-STDs).
- 2.16. Applicable Technical Manuals (TMs).
- 2.17. The Contractor shall establish and maintain a current publications library. This library shall become the property of NATO / NAMSA upon contract completion.

3. Command and Control

- 3.1. COMKAF – The Commander of KAF APOD (COMKAF) is responsible for the overall operation of the Base and is, therefore, the ultimate customer of the services provided by the Contractor. For the purpose of this SOW and its Annexes and Appendices, the term “Military Commander” (defined in the INSTRUCTIONS) shall be either the Commander or his designated

representatives, unless otherwise specified. It can also be referred as Base Authorities. The designated representatives are the COMKAF Deputy Commander (DCOM) Support, Deputy Commander (DCOM) Operations, Chief of Security, CJ4 Engineer, CJ4 Logistics Support, CJ7 Safety Officer, CJ1, CJ3 Air Operations, CJ8 Finance, Base Security Officer, Medical Advisor or other appropriate NATO officials as identified by COMKAF. The Base Authority is responsible for validating and prioritizing all work efforts within the scope of this SOW, Annexes and Appendices.

- 3.2. Customers – The population to be supported in KAF will consist of mainly of the stakeholders (USA, CAN, GBR, NLD, FRA and JFCBS), entities with NAMSA Sales Agreements (SVK, BEL, NCSA, and NC3A), embedded nations and embedded contractors. In addition, support may be provided on a cost-reimbursable basis to sponsored contractors, troops and multinational troops from Troop Contributing Nations (TCN), personnel from NATO and its Agencies and contractor personnel. The term “Customer” includes all of the above.
- 3.3. NAMSA – NAMSA is performing contract management and is the service integrator on behalf of COMKAF. All matters concerning application and administration of the contract shall be dealt with by the appointed NAMSA Contracting Officer (CO) and appointed Technical Officer (TO) who shall have ultimate responsibility for validating contractor performance.
 - 3.3.1. The NAMSA KAF Office is responsible for all aspects related to the day-to-day management of contracts. The NAMSA KAF Office will include Management, Contracting, and Quality Assurance, Functional Experts and Logistic and Administrative support.

4. Planning Factors, constraints

- 4.1. The current configuration of KAF will change considerably over the coming years. To set the context of this SOW, the following information is provided:
 - 4.1.1. KAF is a military airport which accepts civilian traffic and, although operating near maximum capacity, it can reasonably be expected that traffic will increase over time. Currently, there are approximately 700-800 Air Traffic movements daily. The average for 2009 was approximately 650 per day with a maximum in Aug 2009 of 806 movements per day. This rate may increase or decrease in the future.
 - 4.1.2. KAF supports primarily military air operations in Afghanistan. These air operations include but are not limited to:

- 4.1.2.1. Armed and unarmed military Fixed Wing Fighter (Fast Jet), Bomber, Surveillance and Refuelling Aircraft.
 - 4.1.2.2. Military, Non-Governmental Organisation (NGO), and Civilian Fixed Wing Transport Aircraft (Personnel and Cargo).
 - 4.1.2.3. Military Unmanned Aerial Vehicles (UAV).
 - 4.1.2.4. Military, NGO, and Civilian Rotary Wing (RW) Aircraft (Helicopters).
 - 4.1.2.5. The airfield may contain a total mix of aircraft exceeding 400 aircraft in all variants.
- 4.2. Kandahar is operational 24 hours a day but core hours of operations are 0800 – 2000hrs daily.
- 4.3. Airfield operations occur in the following areas:
- 4.3.1. North Side of Runway – aircraft parking ramps of mixed aircraft type, industrial activities, Dining Facility (DFAC), hot pit refuelling, Forward Arming and Refuelling Point (FARP), Bulk Fuel Installations (BFIs), Dangerous Cargo Area (DAC), and helicopter sling load area and two ammunition storage points (ASPs) and Rotary Wing (RW) operations.
 - 4.3.2. South Side of Runway – aircraft parking ramps of mixed aircraft type, industrial activities, fuel unloading points and Bulk Fuel Installations (BFIs), medical facilities, several Dining Facilities (DFAC), residential blocks and some administrative areas.
 - 4.3.3. Development into additional areas is planned.
- 4.4. To prevent duplication of contracted services and to conserve land and facility utilization on KAF several APOD contracted functions common to all operational areas shall be shared and supported by only one contract provider.
- 4.4.1. Supply Support for KAF APOD NATO and NATO-contracted activities is provided through the Supply Support Annex to this SOW.
 - 4.4.2. Equipment and Vehicle Maintenance for KAF APOD NATO and NATO-contracted activities is provided through the Airfield Equipment and Vehicle Maintenance Annex to this SOW.
 - 4.4.3. Infrastructure Maintenance support for KAF APOD NATO-furnished and Contractor-provided NATO amortized facilities shall be provided through the NATO Infrastructure Annex to this SOW. The

Contractor shall provide user level maintenance for all facilities utilized.

- 4.5. Normal daily contracted operations do not require contractor personnel to leave the KAF physical compound as defined by fences, gates, and lines of demarcation. Personnel shall only leave the KAF physical compound for contractual support if clearly directed within a SOW Annex.

5. Description of the Services Required

- 5.1. The Contractor shall deliver the services described in this SOW, Annexes and Appendices.
- 5.2. Contractor Support to COMKAF in Emergency Situations.
- 5.2.1. As required and in addition to support provided within the specific Statement of Work Annexes, the Contractor shall provide personnel and equipment to support COMKAF's response to emergency situations. This may include but is not limited to, events such as destructive weather periods, major accidents or any other emergencies where the employment of contractor personnel may be beneficial, as directed by NAMSA.
- 5.2.2. The Contractor is not expected to develop personnel staff levels or procure specific equipment to support this requirement.
- 5.2.3. In the event these emergencies prevent the Contractor from performing normally contracted services, the NAMSA Contracting Officer may authorise the Contractor to divert personnel who would normally perform the fixed price work specified in the Contract in order to respond to the emergency. The Contractor will thus be temporarily relieved from the affected performance requirements.
- 5.2.4. The Contractor shall support COMKAF emergency and crisis response planning.
- 5.2.4.1. Identify capabilities and support available.
- 5.2.4.2. Provide personnel, vehicles, and equipment, as required, to support crisis response team efforts.
- 5.2.4.3. Participate in crisis response training exercises and drills as requested.
- 5.3. The Contractor shall assist the military members in accomplishing general grounds and housekeeping chores to support the overall tidiness, appearance and safety of the airfield and work areas. These areas include but are not limited to facilities provided to the Contractor, shared common areas such as urinals, shared work areas, grounds surrounding Contractor use facilities.

6. Schedules, Milestones and Operating Hours

- 6.1. As an operational base, KAF operates twenty-four (24) hours a day, seven (7) days a week (24 / 7). Normal or core operating hours will fall between 0800hrs and 2000hrs daily. The majority of the Contractor's workforce may be scheduled to support work during these core hours. However, the Contractor shall be capable to support expanded operations on as-required basis. Further details for each service are contained in the Annexes/Appendices which specify the core hours as well as emergency hours that the Contractor must support for each area of service.
- 6.2. The Contractor shall adapt duty schedules to support military operational objectives and be prepared to provide services outside of hours listed within a specific SOW Annex.
- 6.3. SOW Annexes provide duty-hour guidance for specific areas of service.

7. Contractor Human Resources Required and Qualifications, Language Skills

- 7.1. The Contractor shall ensure all personnel possess any necessary license, permits, visas, etc. required to perform this contract and comply with any laws, codes and / or regulations applicable to the performance of work at Kandahar Airfield in accordance with the current Military Technical Agreement.
- 7.2. The Contractor shall maintain training records and provide documented proof for all personnel training and certification upon request by NAMSA or a NAMSA designated Quality Management Auditor.
- 7.3. The Contractor shall provide and document on-site personnel equipment, procedures and local requirements familiarisation training.

8. NATO / NAMSA Furnished Facilities, Equipment, Tools and Supplies

- 8.1. General:
 - 8.1.1. All facilities, infrastructure and equipment provided by NATO / NAMSA shall be considered NATO-owned and fall into the following categories:
 - 8.1.1.1. NATO Operated (e.g. COMKAF Fleet) / Contractor Maintained (NOCM);
 - 8.1.1.2. Contractor Operated (e.g. CATO) / Contractor Maintained (COCM).
 - 8.1.2. NATO / NAMSA will provide an Infrastructure Transfer List (ITL) and Equipment Transfer List (ETL). These lists will provide a detailed

breakdown of infrastructure, equipment and vehicles the Contractor will receive as NATO / NAMSAs-Furnished Equipment (NFE).

- 8.1.3. All infrastructure, vehicles and equipment purchased by the Contractor and amortized by NATO / NAMSAs shall be treated as NATO-owned. The Contractor shall track, maintain, and report on these items as directed by NAMSAs. NATO assumes full ownership of these items upon completion of amortization.
- 8.1.4. The Contractor shall ensure that all NATO / NAMSAs-provided facilities are maintained to standard levels of serviceability in order to ensure a safe and secure work and living environment. Facilities remain the property of NATO / NAMSAs. Upon contract termination or completion the Contractor shall return these facilities in the same condition as issued. Normal wear and tear is excluded.
 - 8.1.4.1. The Contractor shall establish a facilities custodian for each facility. This custodian shall inspect facilities; identify maintenance needs, track maintenance issues and report maintenance requirements to the APOD Infrastructure Contractor for repair.
 - 8.1.4.2. The Contractor shall assign a Fire Warden for each facility. This Fire Warden shall be trained to implement and enforce COMKAF Fire Safety standards in accordance with COMKAF guidance.
 - 8.1.4.3. NAMSAs, COMKAF J7 Safety and the Base Fire Marshall shall inspect facilities periodically.
 - 8.1.4.4. These requirements apply to Contractor constructed / NATO amortized facilities built to support this contract as well as NATO provided facilities.
- 8.1.5. The Contractor shall be responsible to provide supplies, spares, and consumables required to support contractual obligations for maintaining NFE and Contractor-purchased NATO / NAMSAs-amortized equipment. APOD Supply Services shall be used to support this requirement to ensure quality of items sourced and tracking of items within NDSS as required.
 - 8.1.5.1. The Contractor shall work with NAMSAs, COMKAF Staff and the appropriate functional area representative (i.e. Supply, Fleet Management, Infrastructure, Equipment and Vehicle Maintenance) to forecast expenses and project cost. This includes but is not limited to defining equipment and vehicle requirements, establishing supply account requirements, and determining use rates to establish inspection intervals. The intent is to provide adequate

and cost effective equipment stock levels and maintenance capability for the fulfilment of services.

- 8.1.5.2. This shall establish an operating budget with a “not to exceed” annual and one time purchase limit. These funds are only for NFE / CFE support and will not be used to support general operating cost. The Supply Support Contractor shall inform the NAMSA CO / TO / Respective Contractor when 75% of the monthly provision is committed or any time a purchase will exceed the one time purchase limit. Not to exceed cost limits shall be defined and agreed upon in the commercial contract.
- 8.1.5.3. Service area managers remain responsible for monitoring status of items requisitioned and shall promptly notify NAMSA of any supply difficulties that might impact services.
- 8.1.6. The Contractor shall review NATO provided infrastructure, equipment, vehicle and tools lists and submit any suggestions for modification to NAMSA with the technical proposal. This list will be reviewed by JFCBS and NAMSA for negotiation prior to final contract agreement. Once agreed upon, items added to the list shall be provided by the Contractor and maintained in such a serviceable state as to maintain full operational capability throughout the term of the contract. Upon contract conclusion fully amortized assets shall become NAMSA / NATO property. All equipment shall be surrendered to NAMSA in a serviceable condition suitable for continued use for intended function.
- 8.1.7. Fuel is available to NAMSA contractors who operate at KAF or are supporting operations in the region, in accordance with the following:
- 8.1.7.1. NAMSA contractors located on KAF must obtain fuel from the KAF fuel station, at no cost to the Contractor, for all fuel consuming devices (vehicles of any kind, MHE, generators etc.) used in the performance of this contract. The Contractor shall, however, control and record the use of fuel and provide fuel usage documentation to NAMSA when requested.
- 8.1.7.2. All other vehicles and equipment (regardless if rented, leased, sub-contacted etc.) and entering KAF to unload goods or execute a short task (e.g. lifting of containers etc.) are not entitled to this provision.
- 8.1.8. The Contractor is responsible, during ETL / ITL hand over phase, for ensuring that he is fully equipped to carry out all works, to

include but not limited to tooling, spares provisioning, IT/CIS requirements, Diagnostic and Test Equipment (DTE) and transportation. Any short falls identified during the handover phase shall be reported immediately to NAMSA.

8.2. Property Accounting:

8.2.1. The Contractor shall establish a Memorandum Receipt Account Holder through the Supply Support Contract for all NATO infrastructure, facilities, equipment, spare parts and materials. These assets shall be registered and tracked within the NATO Depot Supply System (NDSS). The Contractor shall support the Property Accounting Officer's requirements for inventory and audits of these account items.

8.2.2. The Contractor shall be responsible for the repair or replacement for any losses or damage caused by misuse, neglect, bad practice, wilful harm etc. by contractor personnel on any NATO / NAMSA Furnished Equipment / Infrastructure (NFE/NFI) Tools and Supplies for which the Contractor has day-to-day control and accountability.

8.2.3. The Contractor shall provide to COMKAF and NAMSA, on a quarterly basis, a management / inventory report of the CFE and NFE, NFI, Tools and Supplies.

8.2.4. COMKAF has overall management authority for these items.

8.3. Inspection (Initial / Exit):

8.3.1. The Contractor together with NATO / NAMSA / COMKAF designated representative(s) shall conduct an Initial Inspection and Inventory on all NFE/NFI, amortized CFE/CFI, documentation and spare parts provided by NATO / NAMSA.

8.3.1.1. This process shall begin in the first stages of mobilization and shall be completed within the first 30 days of start of services.

8.3.1.2. This inspection and inventory shall assess the physical condition of items and note actual fitness for use.

8.3.1.3. This inspection will result in an official and mutually agreed upon report forming the baseline of all items NATO / NAMSA shall own upon contract end, transfer or termination.

8.3.1.4. The Contractor shall maintain, upgrade and replace listed items, as required, in order to ensure overall serviceability of listed items continues to adequately support contracted operations throughout the contract term and into any follow-on service requirement.

- 8.3.1.5. The Contractor shall notify NAMSA of any adjustments to this baseline as adjustments occur.
- 8.3.1.6. NAMSA will inventory and audit these items to validate the listing through the contract term.
- 8.3.2. The Initial Inspection and Inventory shall rate the condition of the individual asset and comment as to the impact described below:
 - 8.3.2.1. Excellent: Highly effective and efficient operating capabilities with capacity for expansion; status of repair very good (minimal outstanding repair work, maintenance work completely up to date); no risk of interruption to any mission or mission support elements or to other tenants.
 - 8.3.2.2. Good: Normal operating capabilities with capacity for expansion; status of repair good (routine repairs and maintenance ongoing); no risk of interruption to any mission or mission support elements; limited risk of interruption to other tenants.
 - 8.3.2.3. Fair: Operating at near capacity with very limited expansion; status of repair within the on-base capacity of the Contractor; no risk to mission; limited risk to mission support or other tenants.
 - 8.3.2.4. Poor: Operating at or above specified capacity; no room for expansion; status of repair is at the limit of the Contractor's on-base capability; low risk of interruption to operational elements; medium risk to mission support elements, medium to high risk to other tenants.
 - 8.3.2.5. Unacceptable: Operating above specified capacity, no room for expansion; status of repair is beyond the limit of the Contractor's on-base capability; medium risk of interruption to operational elements; medium to high risk to mission support elements; medium to high risk to other tenants.
- 8.3.3. The Contractor shall submit the Inspection Report to the Base Authorities and to NAMSA. As a result of this inspection/rating the Contractor shall adjust maintenance of the infrastructure assets as directed by the Base Authorities and NAMSA.
- 8.4. The Contractor shall conduct an Exit Inspection using the same criteria as the Initial Inspection three months prior to the end of the performance period. The Contractor shall submit the Inspection Report to the COMKAF CJ4 Engineering and Logistics Support through NAMSA. As a result of his

inspection / rating, the Contractor shall initiate maintenance to the assets as directed.

- 8.5. All NFE which is intended to be used by the Contractor in support of contractual obligations will be made available for use by the Contractor in the performance of the work. The Contractor shall ensure that all required maintenance is performed in order to ensure this NFE is operational, fully functional and safe.
- 8.6. The Contractor shall ensure that all Contractor-furnished items amortized throughout the term of the contract which will become NATO-owned property is logged into the NATO Depot and Support System (NDSS) by the Supply Contractor prior to completion of de-mobilization.
- 8.7. NATO / NAMSA furnished Equipment and Vehicle Replacement Options:
 - 8.7.1. Equipment and vehicle out-of-service rates shall never degrade established operational capabilities.
 - 8.7.2. The Contractor shall work with NAMSA, COMKAF J4 Logistics Support, the APOD Fleet Manager and AEVM Manager to develop an equipment and vehicle replacement plan. This plan shall focus on maintaining and upgrading fleets throughout the contract life.
 - 8.7.2.1. NAMSA and JFCBS shall coordinate and approve plan setting pre-determined expenditure rate to be established upon contract award.
 - 8.7.2.2. NAMSA, COMKAF J4 Logistics Support and JFCBS shall validate changes and update the plan as required.
 - 8.7.2.3. The APOD contracted Fleet Manager shall maintain the approved plan and execute plan actions as directed by NAMSA.
 - 8.7.2.4. Contractors shall provide a proposed equipment and vehicle replacement plan within the Technical Proposal.
 - 8.7.2.5. Contractors shall coordinate and finalize this plan within 30 days of start of services.
- 8.8. The Contractor shall work with COMKAF CJ4 Logistics Support, NAMSA and the contracted Fleet Manager to establish a Master Equipment and Vehicle List. This list will be maintained by Fleet Management and validated quarterly by COMKAF CJ4 and NAMSA.
 - 8.8.1. The Master Equipment and Vehicle List shall designate Mission Essential Items and Critical Levels for Mission Essential items.

- 8.8.2. When minimum levels of serviceable Mission Essential items drop below the established Critical Level the Contractor shall take immediate corrective action and provide mitigation plans to prevent disruption in services.
- 8.8.3. Actions to regain Critical Levels may require asset replacement with a modification to the equipment and vehicle replacement plan.
- 8.9. The Contractor shall brief NAMSA on status and progress of corrective actions for any vehicle or equipment item remaining down for maintenance for more than two days.
- 8.10. Equipment and / or vehicles declared "Not Repairable This Station" (NRTS) or Beyond Economical Repair (BER) shall be identified to NAMSA and the supported activity within COMKAF Staff or Contractor Services for review of replacement options. Replacement decisions shall be based on asset criticality and established replacement plan. Once items declared NRTS or BER are identified for replacement the asset shall be requisitioned using the appropriate priority based on urgency of need.
 - 8.10.1. Normally, replacement items shall be ordered within 30 days of establishing requirement for replacement.
 - 8.10.2. Mission essential critical equipment / vehicles drawing unit levels below minimum level shall be ordered immediately and shipped by priority means. The Contractor shall hire replacement assets at his own expense to ensure no degradation of service.
 - 8.10.3. NAMSA shall be apprised of any ordering or shipping difficulties.
- 8.11. NAMSA holds the right to declare any vehicle or equipment item the Contractor fails to return to service as NRTS within:
 - 8.11.1. 90 days.
 - 8.11.2. 30 days for mission essential equipment / vehicles.
 - 8.11.3. 5 days for mission essential equipment / vehicles when critical levels are not maintained and service is impaired.
 - 8.11.4. NAMSA can approve extension for repairs on a case-by-case basis.
- 8.12. The Contractor shall only utilize equipment and vehicles that are serviceable and maintained to the standards established in the Airfield Equipment and Vehicle Maintenance (AEVM) Annex of this contract.
- 8.13. The Contractor shall establish a calibration program for all Test, Measurement, and Diagnostic Equipment (TMDE) to ensure compliance

with applicable technical standards. NAMSA Quality Management System service provider shall review this program for compliance.

- 8.14. The Contractor shall operate all systems inclusive of equipment, instruments and interfaces in accordance with Original Equipment Manufacturer's (OEM) specifications and recommendations.
- 8.15. The Contractor shall ensure that all spares and materials maintained in stock are stored and protected in accordance with OEM specifications and in such a way as to minimize loss or degradation due to environmental conditions.
- 8.16. The Contractor shall maintain asset registers and records detailing any testing, statutory inspections or obligations, monitoring, diagnostics and analysis. These records shall be used to identify any recurring defects or adverse trends. The recording and maintaining of records, stock levels/inventories etc. are a key function and shall be managed accordingly.
- 8.17. Any cross utilisation or sharing of equipment amongst contractors or service areas shall be approved by NAMSA.

9. Contractor Furnished Facilities and Equipment, Tools and Provisioning of Supplies

- 9.1. The Contractor shall provide all (less that which is provided by NATO / NAMSA) infrastructure and buildings including, but not limited to, offices, workshops, storage facilities, ablution units, accommodations, Role 1 medical facilities and employee Morale, Welfare and Recreations (MWR) facilities required to deliver the services addressed in this SOW and its Annexes or Appendices.
- 9.2. The Contractor is fully responsible to ensure and provide sufficient vehicles and equipment levels required for the delivery of services addressed in this SOW and its Annexes. NATO / NAMSA may provide some vehicles and equipment to support this effort as NFE.
- 9.3. The Contractor shall supply all tools, general and special test equipment and calibration equipment (less those provided by NATO / NAMSA) required in the performance of the services specified in this SOW. Equipment will be made available for inspection by NAMSA and COMKAF designated staff on-request without prior notification.
- 9.4. Amortized CFE/CFI shall be treated as NFE/NFI as detailed in Para 8 of this SOW.
- 9.5. The Contractor may need to provide facilities for additional maintenance, warehousing, or storage to meet contractual obligations. Any facility construction, whether temporary or permanent, will be coordinated through NAMSA prior to execution in order to obtain proper authorisation from the

Base Authorities, Fire Department and other agencies / parties, as necessary.

- 9.6. The Contractor must coordinate with NAMSA and the Base Authorities if there is a need to construct living quarters for their personnel. These facilities will conform to basic safety, security and hygiene standards as established by the Base Authorities.

10. CIS Requirements (Contractor and COMKAF Furnished)

- 10.1. The Contractor shall be responsible for the provision of any CIS equipment required to deliver and maintain services including the provision of any required reach-back out-of-theatre to head-offices, sub-contractors etc.
- 10.2. The Contractor shall ensure that sufficient CIS is on hand to perform all service requirements. This includes, but may not be limited to, computers, servers, scanners, printers, Uninterrupted Power Supply (UPS), modems, telephones, mobile radios, etc. as well as required cabling for connectivity and power supply.
- 10.3. Any such CIS equipment operating in KAF shall conform to standards and regulations as directed by COMKAF CJ6 Communications including but not limited to physical location, frequency transmission, signal strengths, approved system types, interfaces, compatibility, accessibility to a common (unclassified) network, etc. All communication devices shall be approved by COMKAF CJ6 prior to use on KAF.
- 10.4. Where COMKAF requires the Contractor to have specific communications for operational purpose, NATO / COMKAF will provide cell phone and /or radio frequencies, and phone / communication lines to contractors within operation priorities and availability.
- 10.5. The Contractor shall be responsible for maintenance, repair, replacement and upgrade to communications equipment / systems.

11. Security and Safety Requirements

- 11.1. The Contractor shall comply with all applicable NATO Directives, Guidance and SOPs concerning security as referenced in Paragraph 2 above.
- 11.2. The Contractor shall develop and implement a safety program to cover all safety aspects as directed in the guidance referenced in Paragraph 2 above.
- 11.3. The Contractor shall immediately inform the Base Security Officer and NAMSA of any concerns regarding security issues, to include trustworthiness of employees, suspicious incidents or behaviour, criminal

(especially in regard to potential theft of military equipment, clothing and uniforms) and/or police investigations and any contact or dealings with any hostile security or intelligence services.

12. Environmental Requirements

- 12.1. COMKAF has performed an environmental assessment and will provide this to the Contractor as the baseline for environmental considerations and requirements.
- 12.2. The Contractor shall consider all environmental impacts when planning and developing project management plans. The Contractor shall be knowledgeable of, and comply with, all applicable regulations and requirements regarding environmental protection as referenced in Paragraph two above.
- 12.3. Where, due to the nature of the work and local environment, such international standards cannot be applied then 'best practice' procedures shall be implemented after written approval of the corresponding COMKAF Representative(s). In any event, the safety of personnel and the minimising of all risks to equipment and the environment shall be of prime concern.
- 12.4. In the event that environmental laws or regulations specified in Paragraph two change during the term of the contract, the Contractor is required to comply as such changes come into effect. The Contractor shall take all reasonable measures to minimise environmental impact due to provision of the services. The Contractor shall work with NAMSA / COMKAF to optimise efficiencies and minimise the use of natural resources.
- 12.5. The Contractor shall record and report within one (1) hour to NAMSA, all available facts relating to any instance of industrial accidents, environmental spillage or damage. The Contractor shall specify the impact to the Contractor or NATO / TCN property or injury to either Contractor or NATO / COMKAF personnel.
- 12.6. In the event of an accident, the Contractor shall take reasonable and prudent action to establish control of the accident scene, prevent further damage to persons or property, and preserve evidence until released by the accident investigative authority through NATO.
- 12.7. If NATO elects to conduct an investigation of the accident or mishap, the Contractor shall fully cooperate and assist NATO personnel in the conduct of an investigation until the investigation is completed.
- 12.8. The Contractor shall provide an Environmental Risk Management Assessment which includes, but is not limited to, the following factors:
 - 12.8.1. Environmental pollution prevention, to include ozone layer and greenhouse gas emissions;

- 12.8.2. Accident and personnel injury prevention;
 - 12.8.3. Control / management of Hazardous Material (HAZMAT), including Material Safety Data Sheets (MSDS), records and assessments etc.;
 - 12.8.4. The management, conservation and protection of watersheds, water sources and natural resources (e.g. sand and gravel extraction sites/borrow pits);
 - 12.8.5. Protection of historical, religious or cultural sites;
 - 12.8.6. Protection of flora and fauna; and
 - 12.8.7. Protection of and respect for indigenous animals.
- 12.9. The Contractor shall order, store, handle, manage, and dispose of HAZMAT (to include Petrol, Oil and Lubricants (POL), coolants, batteries, paints and thinners, solvents, chemicals, cleaning materials, absorbents, and any other supplies and spares associated with all Annexes and Appendices in a responsible manner according to standards listed in paragraph two above.

13. Data and Reports

- 13.1. The Contractor shall provide transparency in operations. Provide NAMSA with the required data and reports necessary to fully and adequately access performance, provide customer feedback on services provided and identify cost drivers / centres to support detailed customer billing.
- 13.2. All required databases / program management systems etc. shall be fully operational NLT 30 days after start of services. At 30 + days a full evaluation shall be accomplished with COMKAF/ NAMSA / NAMSA Quality Auditor Service. If the Contractor's systems fail to meet requirements the Contractor will have 30 days to fix or replace the system and comply with standards for reporting.
- 13.3. The Contractor shall develop and implement plans for the provision of services. These plans shall fully describe, but are not limited to, the planning factors, methods / procedures of work to be conducted, schedules, resource requirements (vehicle, personnel and equipment).
- 13.4. Project Management Plan:
- 13.4.1. The Contractor shall develop and provide to NAMSA a Project Management Plan describing key program aspects and the Contractor's proposed method for project development, implementation, execution and sustainment. This plan shall address areas such as; staffing, supply, cost

control, services execution, program sustainment, milestones and goals, etc.

13.4.2. The Contractor shall develop and implement a Staffing / Manning Plan including an organisational structure as well as roles & responsibilities as part of the Project Management Plan.

13.4.2.1. This plan shall include, as a minimum, an organisational chart, position descriptions, qualification requirements for key positions as well as for positions requiring specific technical skills or professional certification.

13.4.2.2. Provide nomination of the key personnel and submission of CVs for the:

13.4.2.2.1. Project Manager,

13.4.2.2.2. Company Liaison Official / Program Planner,

13.4.2.2.3. Project On-Site Manager (if different than the Project Manager), and

13.4.2.2.4. Quality Manager.

13.4.2.3. Organisation structure shall be formalised and approved by NAMSA prior to start of services with a final review 45 days after start of services.

13.4.2.3.1. Any organization structure changes resulting in personnel transfer or staff level adjustments after this point require written justification and approval by NAMSA.

13.4.2.3.2. Projected personnel levels and skills requirements associated with position should remain stable throughout the contract.

13.4.2.3.3. NATO support to the Contractor in areas such as utilities, laundry, meals, and fuel shall only be for support of the agreed upon number of personnel.

13.4.2.3.4. Ensure all required duty positions are filled at all times. Staff levels shall be developed in a manner to compensate for R&R schedules providing redundancy of skills to ensure adequate capability exist. The contractor will immediately notify NAMSA Technical Officer in the case unforeseen personnel shortfalls occur.

These shortfalls shall be documented in a coordinated get well plan with established timelines for correction and mitigation actions.

- 13.4.3. The Contractor shall develop and implement a cost control and cost tracking program to assist NAMSA in determining cost centres / drivers used for billing the various nations based on customer use.
 - 13.4.4. The Contractor shall include in the Project Management Plan the Operating Procedures (OPs) for the provisioning of supplies including acquisition procedures to ensure timely as well as cost effective provisioning of supplies and spares to support the equipment and facilities specified in the SOW.
 - 13.4.5. The Contractor shall provide details on the intended level of sub-contracting, if any, and the procedures to ensure sub-contractors meet the performance requirements.
- 13.5. Preventive Maintenance Plan:
- 13.5.1. The Contractor shall implement a Preventive Maintenance Program (PMP) that complements the Original Equipment Manufacturer's (OEMs) recommended Operation and Maintenance (O&M) program. The PMP shall include the Contractor's OPs, Maintenance / Inspection Schedules and Checklists. The PMP shall also include the Contractor's OPs for Warranty Management and any special maintenance procedures necessary to address the impact of the harsh environmental conditions at KAF on equipment and facilities.
- 13.6. Provide weekly activity and monthly statistical reports to depict performance, actions taken, troubles areas and issues requiring command guidance.
- 13.7. Provide COMKAF Staff with immediate feedback on detected safety issues and accidents occurring during work or non-work related activities.
- 13.8. The Contractor shall comply with COMKAF directives for reporting any incidents and / or accidents within the timelines specified in applicable directives. The Contractor shall provide copies of these reports to NAMSA.
- 13.9. All reports shall be submitted in the English Language.

14. Quality Assurance and Performance Measurement

- 14.1. The Contractor shall establish an internal Quality Management Program in line with ISO 9001/9004: 2000 or other similar standards.

14.2. Quality Assurance:

- 14.2.1. NAMSA will assign suitably qualified personnel or other entities to perform periodic inspections / audits and verifications of the services performed by the Contractor to include the Contractor's processes (as specified in Contractor's Quality Management Plan (QMP) / Quality Plan (QP) and Contractor Standard Operating Procedures (SOPs).
- 14.2.2. This may be achieved through the use of an independent contractor assigned by NAMSA.
- 14.2.3. Such inspections / audits and verifications shall be carried out in a reasonable manner so as to not unduly delay the timely provision of services.

14.3. Performance Measurement:

- 14.3.1. NAMSA shall develop Key Performance Indicators (KPIs) for each SOW Annex. These KPIs will be listed in a Contractor Monthly Performance Table (CPET).
- 14.3.2. KPIs are comparative performance metrics used to evaluate Contractor performance in critical areas.
- 14.3.3. KPIs are developed from SOW requirements and indicate Contractor service requirements.
- 14.3.4. Assessment Factors shall be assigned to each KPI to identify performance of that KPI.
- 14.3.5. The Contractor's performance shall be evaluated monthly against the KPIs as listed in the CPET. NAMSA personnel shall perform these evaluations based on results of inspections, audits, verifications and Contractor activities.
- 14.3.6. The Contractor shall receive feedback on this evaluation and take corrective actions as / if required.
- 14.3.7. The Contractor shall be briefed on this Performance Measurement Standard and response requirements upon contract start.
- 14.3.8. NAMSA reserves the right to change KPIs with no prior notification or coordination with the Contractor.

- 14.4. As a minimum, this quality program will review personnel training and certifications, equipment availability and serviceability, plans and procedures, configuration management and supply stocks.

15. Mobilisation / Demobilisation

15.1. Mobilisation Plan:

- 15.1.1. The Contractor shall include a Mobilisation Plan in the proposal describing the strategy and approach to deploying the required resources in order to perform the services specified and to provide the required Real Life Support (RLS) services to personnel for the duration of the contract.
- 15.1.2. Contractors may be asked to mobilize in established stages to provide Interim Operating Capabilities (IOC) to facilitate transition in an orderly fashion to prevent or limit disruption of services. Each established IOC shall represent an achievable milestone.
- 15.1.3. Dates for milestone achievement and IOCs associated with each milestone shall be agreed upon and established in the final contract within the service area SOW Annex and the Priced Bill of Services as required.
- 15.1.4. Once agreed upon, milestone achievement dates shall be directive in nature and monitored to ensure mobilization success.

15.2. Mobilization Reports:

- 15.2.1. The Contractor shall provide Weekly Mobilisation Reports to the NAMSA TO / CO describing mobilisation status for all key areas mentioned in the Mobilisation Plan. The Contractor shall identify significant problems that may cause a slippage in key mobilisation milestone activities. The report shall include a summary of the Corrective Action (CA) and a revised schedule to ensure that the agreed upon performance start date is met.
- 15.2.2. The Contractor shall mobilise in an orderly and effective manner to ensure they are able to start the delivery of 100% of services on the given date.
- 15.2.3. The Contractor shall perform internal audits to evaluate level of readiness to provide services. A formal report of this evaluation shall be provided to the NAMSA KAF Office no later than seven (7) working days prior to start of service.

15.3. Demobilization:

- 15.3.1. The Contractor shall include a Demobilisation Plan in the proposal describing the strategy and approach for re-deploying the resources provided. This plan must be updated

within 6 months prior to contract end. This plan shall be fully coordinated through NAMSA.

- 15.3.2. Demobilisation shall be conducted in an orderly manner to ensure there is no degradation of services until fully demobilised.
- 15.3.3. Demobilisation shall include all activities required to render the site suitable for return to its previous owners. The Contractor shall perform an environmental assessment (to be performed by an independent firm) in order to determine what changes have occurred to the site environmental baseline. The study shall as a minimum shall determine the following:
 - 15.3.3.1. Changes to the environmental impact of the previous owner;
 - 15.3.3.2. Changes to the environmental impact due to the activities of COMKAF; and
 - 15.3.3.3. Environmental impact caused by the Contractor in performance of the work.
- 15.3.4. The Contractor shall take all actions required to perform a smooth and orderly transition or completion of services. There shall be no interruption or degradation of services during transition periods. Handover / takeover activities may start, at a minimum, one month prior to the end of the contract service period.

16. Templates and Forms

- 16.1. The Contractor shall provide information as requested in the Annexes and Appendices to this Statement of Work.
- 16.2. NAMSA shall jointly develop recurring reports and formats for these reports with the Contractor during mobilisation.

17. SUMMARY of Plans, Reports and Delivery Dates

Reference SOW	Description	First delivery	Remarks (and subsequent deliveries)
Para. 13.4.	Project Implementation/Transition Plan (incl. staff qualifications, CVs, Certification)	Outline With Technical Proposal	Final 30 days after contract signature
Para. 15.1. and Annex 1 Para. 15.1.	Mobilisation Plan	With Technical Proposal	N/A
Para. 15.2.	Mobilisation Reports	Weekly during Mobilisation	N/A
Chap. 9.	Equipment Status Report	Draft with Technical Proposal	Amendments as required
Chap. 9.	Airfield Infrastructure Inspection Plan	Draft with Technical Proposal	Amendments as required
Para. 13.4.2.	Personnel Manning Plan	Outline with Technical Proposal	Final 30 days after start of services
Para. 7.2. & 7.3.	Training Plan	Outline with Technical Proposal	Final 30 days after start of services and amendments as required
Chap. 9.	Infrastructure Plan	With Technical Proposal	Final 30 days after contract signature
Para. 8.3.	Management / Inventory Report of CFE and NFE, NFI, Tools and Supplies	30 days after start of services	Quarterly and on demand
Chap. 10.	CIS Plan	Outline with Technical Proposal	Final 30 days after start of services
Para. 13.6. and Annex 1 Para. 13.2.	Monthly Statistical Report	30 days after start of service	Monthly
Para. 13.6. and Annex 1 Para. 13.2.	Weekly Activities Report	After first week of services	Weekly
Para. 13.7. & 13.8.	Accident report (including environmental accidents)	As an event occurs	
Para. 14.1.	Quality Management Plan (QMP)	Draft With Technical Proposal	a) Final 30 days After Contract award b) Update 90 days after start of service

Reference SOW	Description	First delivery	Remarks (and subsequent deliveries)
Para. 14.1.	QMP Reports and Inspections	Filed with Contractor	All Reports shall be available for NAMSA and NAMSA contracted Quality Evaluation Services review
Para. 13.4.4. and Annex 1 Para. 5.7.1.	Operating Procedures (OPs)	Draft With Technical Proposal	Final 30 days after contract signature
Para. 11.2.	Safety Management Plan	With Technical Proposal	Amendments as required
Instructions for NAMSA Contractors	Authority to deploy (request for)	ASAP after contract award	To include list of Personnel to deploy
Instructions for NAMSA Contractors	Personnel Security Clearances	As required	
Instructions for NAMSA Contractors	Manpower Return	30 days after start of mobilisation	Monthly
Para. 8.2.3.	Management / Inventory Report of CFE and NFE, NFI, Tools and Supplies	90 days after start services	Quarterly after Start of Services
Para. 12.8.	Environmental Risk Management/Assessment	Outline with Technical Proposal	Final 30 days after start of services
Para. 13.5.	Preventive Maintenance Plan	Preliminary with Technical Proposal	Final 30 days after start of services to include checklist
Para. 8.7.	Equipment and Vehicle Replacement Plan	Proposed plan with Technical Proposal	Final 30 days after start of services. Update inputs as problems arise or changes are needed.
Para. 8.8.	Master Equipment and Vehicle List	30 days after start of services	As changes occur