

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT			1. CONTRACT ID CODE	PAGE OF PAGES	
			J	1	34
2. AMENDMENT/MODIFICATION NO. 0004	3. EFFECTIVE DATE 28-Sep-2006	4. REQUISITION/PURCHASE REQ. NO. DNAC600013		5. PROJECT NO.(If applicable)	
6. ISSUED BY CODE DEFENSE SECURITY COOPERATION AGENCY-CON JAMES WASHINGTON 201 12TH STREET, SOUTH SUITE 203 ARLINGTON VA 22202		7. ADMINISTERED BY (If other than item 6) CODE <b>See Item 6</b>			
8. NAME AND ADDRESS OF CONTRACTOR (No., Street, County, State and Zip Code)			X	9A. AMENDMENT OF SOLICITATION NO. HQ0013-06-R-0007	
			X	9B. DATED (SEE ITEM 11) 31-Aug-2006	
				10A. MOD. OF CONTRACT/ORDER NO.	
				10B. DATED (SEE ITEM 13)	
CODE	FACILITY CODE				
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS					
<input checked="" type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offer <input checked="" type="checkbox"/> is extended, <input type="checkbox"/> is not extended.					
Offer must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.					
12. ACCOUNTING AND APPROPRIATION DATA (If required)					
13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.					
A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.					
B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(B).					
C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:					
D. OTHER (Specify type of modification and authority)					
E. IMPORTANT: Contractor <input type="checkbox"/> is not, <input type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.					
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)  The purpose of this amendment is to make changes to the PWS. Block 8, is change from 0900 AM 30 Sep 2006 to 1:00 PM Oct 2006. See summary of changes.					
Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.					
15A. NAME AND TITLE OF SIGNER (Type or print)			16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)		
			TEL: _____ EMAIL: _____		
15B. CONTRACTOR/OFFEROR	15C. DATE SIGNED	16B. UNITED STATES OF AMERICA		16C. DATE SIGNED	
_____ (Signature of person authorized to sign)		BY _____ (Signature of Contracting Officer)		28-Sep-2006	

## SECTION SF 30 BLOCK 14 CONTINUATION PAGE

**SUMMARY OF CHANGES**

## SECTION SF 1449 - CONTINUATION SHEET

## SOLICITATION/CONTRACT FORM

The required response date/time has changed from 30-Sep-2006 09:00 AM to 06-Oct-2006 01:00 PM.

The following have been modified:

PWS

Performance Work Statement (PWS)  
for  
Near East South Asia Center for Strategic Studies  
General Support Contract

1. General: The contractor shall provide qualified personnel to perform tasks in support of the Department of Defense (DoD) Near East South Asia Center for Strategic Studies (NESA) in accordance with this PWS.

Tasks under the contract will be performed at Government owned facilities or Government leased facilities in the Continental United States (CONUS) and Outside CONUS (OCONUS) locations, to include hotels contracted for NESA events. Rented or leased spaces will be considered NESA Center facilities for the purpose of the contract. The NESA Center is currently located at the United States (U.S.) Coast Guard Headquarters, 2100 Second Street, S.W, Suite 4308, Washington, DC 20593. The contractor will perform the tasks at the NESA offices and other sites as designated by program needs. Contractor offices must be located in the greater Washington, DC, metropolitan area.

2. Background: Launched in October 2000, the NESA Center's mission is to enhance stability in the Near East and in South Asia by providing an academic environment where strategic issues can be addressed, understanding deepened, partnerships fostered, defense-related decision-making improved, and cooperation strengthened among military and civilian leaders from the region and the United States.

The Center builds on the strong bilateral relationships between the United States and countries in the NESA region by focusing on a multilateral approach to addressing regional security concerns and issues. It is designed to meet the knowledge needs of national security professionals by providing a forum for rigorous examination of the challenges that shape the security environment of the region. The Center provides a focal point where national decision makers can gather to exchange ideas and explore tools for cooperative problem solving.

The core curriculum will examine four broad themes: regional strategic issues; the changing strategic environment; elements of security decision making; and tools for enhancing regional security.

Participation is open to military and official civilian representatives from all countries in the NESAs region with which the U.S. government maintains formal diplomatic relations, non-NESA countries that have strategic interests in the region, and U.S. participants. Participants are nominated by their governments. The twenty-one nations participating from the region include: Morocco, Algeria, Tunisia, Egypt, Israel, Jordan, Syria, Lebanon, Saudi Arabia, Yemen, Oman, United Arab Emirates, Qatar, Bahrain, Kuwait, Pakistan, India, Bangladesh, Sri Lanka, Nepal and the Maldives.

Further information on the NESAs Center can be found at their website ([www.ndu.edu/NESA](http://www.ndu.edu/NESA)).

3. Scope: The contractor will perform tasks in the design and implementation of events that will enable the NESAs Center to conduct its current programs and other programs that will be developed. The NESAs Center's programs will include, but are not limited to those listed in Annex A.

The tasks listed are those that are currently identified. During the course of the contract these tasks may be adjusted in coordination with the contractor to encompass additional similar tasks or to reduce the scope of contractor provided support services. The Government shall provide the contractor with 60 days written notice before significantly reducing the scope of the services or functions required under the contract.

4. Approach: The contractor will conduct business in a fashion that is consistent with Federal and DoD regulations. The contractor shall provide technically qualified, experienced, international policy, operations, administrative, logistics and support analysis services to support the detailed planning, organizing, coordinating and execution of numerous conferences, seminars and international programs as well as operation of the ongoing policy and outreach missions as specified in this Performance Work Statement. Experience working with senior government and military personnel is desirable and experience working within the Department of Defense is desirable. The contractor will respond to the Contracting Officer's Representative (COR), for policy and program guidance.

The contractor shall assign a Project Manager who has had substantive experience in an operational or training environment to manage personnel and operations in support of this PWS. Experience in at least two of the following areas is desirable: personnel management; administration; logistics planning and management; protocol; public affairs; or political-military affairs. The Project Manager shall possess the highest standards of personal deportment, judgment, demonstrated organizational abilities, and outstanding communications skills. It is essential that the Project Manager have a working knowledge of the Washington, DC diplomatic and military organizations and cultures, and the ability to interact with senior foreign representatives. The Project

Manager must be familiar with the NESAs region, Near East and South Asia. The Project Manager acts as the single point of contact for all activities with the COR for this contract. The COR is the point of contact for the Project Manager. The COR will provide the contractor with the materials and information necessary for the proper performance of the tasks under the contract, to include: schedules, syllabi, handbooks and guidelines. The Project Manager shall participate in all the critique sessions, in process reviews, and after action reviews and "hot washes" that are conducted in the preparation for, during, or after any event. The Project Manager will immediately inform the COR of any issues, problems or concerns that pertain to fellows, guests or scheduled activities.

5. Objective: This PWS provides the Near East South Asia Center for Strategic Studies extended and quick turnaround analytical research materials, seminar, conference, symposia, event, technical, logistical, and administrative support services. These tasks support Near East South Asia Center programs from November 1, 2006 through October 31, 2007 with 4 option years, November 1, 2007 through October 31, 2011. The contractor will provide an experienced project manager, and appropriately skilled personnel required to meet the NESAs Center's objectives and to perform the required tasks. The contractor will also provide bilingual (where required), technically qualified, experienced international policy operations personnel to support the detailed planning, organizing, coordinating and execution of numerous research efforts, conferences, seminars, international travel programs, and tasks described in the following paragraphs:

6. PERFORMANCE OBJECTIVE No. 1: The contractor shall provide qualified administrative, technical, management, and academic support personnel to perform the tasks set forth in PWS paragraph 6.

- 6.1. Academic support and facilitators must have a combination of academic degree (PhD or JD preferred), practical experience, and/or teaching experience in the required area of expertise. Administrative, technical, and management support personnel will be already trained to perform their tasks. Personnel shall possess the highest standards of personal deportment and judgment; possess demonstrated organizational abilities, and outstanding interpersonal and communications skills.
- 6.2. All personnel must be able to travel internationally to perform the required tasks. Personnel with cross-cultural experience are preferred.
- 6.3. Tasks: Lecture and facilitate seminar instruction, organize academic events, develop curriculum, advise students and fellows, and design and conduct research on topics of context of the Near East and South Asia.

6.3.1. Research Assistance (4,176 hrs):

Tasks: In conjunction with faculty and staff, conduct research projects to aid in publication, seminar material production, and individual faculty, student, and staff

research. Interpret, synthesize, and analyze using specific techniques and methods that fulfill the academic necessity of the faculty or staff member to utilize the research. Research publications, documents, public policy initiatives, etc., relevant to the NESAs region for the Center's research database providing written synopsis of research. Attend activities, lectures, and symposiums at other institutions and provide written synopses.

Qualifications: Master's degree in international relations/political science or related field is required. Two years experienced in academic research related to Near East South East Asia region is desirable.

6.3.2. Administrative Assistance at the Executive Level: (2088 hrs.):

Tasks: In support of the NESAs Director: Coordinate the internal and external integration of day-to-day and long-range projects, actions, and activities that require the involvement of the Director; coordinate and support Director's participation and involvement in conferences, appearances, and presentations. Contact proponent parties, to include representatives of host governments and organizations, and research background information to provide the Director. Responsible for managing: the Director's calendar, proper handling of telephone calls, messages, and daily details of Director's travel. Compose a wide range of administrative correspondence for the Director to include invitation and thank you letters; catalogues and archives correspondence. Coordinates time and attendance, to develop a report for the NESAs Director for Government approval.

Qualifications: High school diploma required and bachelor's degree is desired. Minimum of fifteen years of work experience as an administrative assistant with at least five years at the executive assistant level is required. Shall be experienced with substantial knowledge and skills of administrative management. Must be proficient at Microsoft (MS) Word and MS Excel.

6.3.3. Program Planning Management for the Dean of Administration: (2088 hrs)

Tasks: Develop and prepare standard operating procedures as well as briefing and background materials on a wide range of program and project-related issues. Coordinate the NESAs Center's Intern Program. Coordinate the planning of contractor employees that are engaged in the tasks for planning, preparation and conduct of domestic and international seminars and meetings with senior diplomatic, political and military leaders from Near East and South Asian countries. Interagency coordination with members from the U.S. State Department, Pentagon, National Security Council, and Capitol Hill regarding policy and program operational issues. Manage all day-to-day coordination and execution of seminars. Assist in the coordination of guest lectures and meetings. Edit, publish, and distribute seminar materials.

Qualifications: Bachelor's degree in political science, international relations, and/or NESAs regional expertise, 3-5 years work experience, previous experience with program and event planning, program management, and personnel management experience is required.

6.3.4. Administrative Support to the Dean of Administration: (2088 hrs.)

Tasks: Coordinate and administer official travel plans; Maintain the Dean of Administration and NESAs Center leave calendars; Welcome and direct visitors to the NESAs Center and answer telephone inquiries; Prepare official correspondence to senior and high-level officials, proof-read, edit and process NESAs Center correspondence; Prepare and send electronic DMS cables and maintain records of communication from DMS cables; Process all NESAs travel requests, photocopy, and distribute materials for NESAs staff, faculty and participants and provide general administrative support for the Center.

Qualifications: Bachelor's degree required. Minimum of three-years work experience in administrative support is required. Substantial knowledge and skills of administrative management is required.

6.3.5. Administrative and Logistical Support (2088 hrs):

Tasks: Perform administrative, logistical, and technical support services. Perform administrative support to carry out the logistical requirements to organize seminars; maintain inventory of office supplies needed for execution of events, and perform routine administrative functions; prepare and process official forms, and create travel logs; create presentations and statistical spreadsheets; welcome and direct visitors and answer telephone inquiries; conduct liaison with the National Defense University (NDU) and the U.S. Coast Guard Security Office for in-processing NESAs staff; maintain the NESAs Center facilities and training calendars, and convert NESAs documents into electronic images and index them according to defined criteria and guidelines. Sort, prepare, scan documents and enter data into databases.

Qualifications: High school diploma required. Minimum of seven years of work experience in administrative and logistical support is required.

6.3.6. External / Public Affairs Strategic Communications (2088 hrs)

Tasks: Provide public affairs support and content writing for the center. Develop and write speeches, develop strategic communications plans, and develop back briefs for stakeholders. Interact extensively with United States Central Command (CENTCOM), United States European Command (EUCOM), and United States Pacific Command (PACOM), our other

stakeholders, and regional centers to perform outreach on behalf of NESAs. Draft the Center's annual report, brochure, and other publications of the NESAs for the government's approval. The Public Affairs Office will act as final editor/proof reader on all correspondence leaving the center as well as serve as the speech writer for the Director; develop briefs for the center and will brief visitors on NESAs Center Activities as required. Draft reports that go via the President of National Defense University to the Chairman of the Joint Staff and the Secretary of Defense. Draft the Center's annual report, brochure and other publications as necessary.

Qualifications: Master's degree in international relations (or related field) and three years of work experience in public relations, or a bachelor's degree in international relations (or related field) and five years of work experience in public relations is required. Work experience in the Near East South Asia region in public affairs is desired.

#### 6.3.7. Management of Alumni Affairs: (2088 hrs.)

Tasks: Develop alumni organizations of NESAs graduates and establish/maintain interfaces with them in conjunction with the Public Affairs. Track alumni contact information, coordinate with database specialist for reports and tracking purposes, prepare material for distribution to alumni, coordinate and provide information to the webmaster for web-based communications with alumni, coordinate and support alumni events both in the U.S. and countries in the NESAs region, and develop methods for more effective communication. Develop written communications with senior level officials from the Middle East, North Africa and South Asia; Plan and coordinate event execution in the U.S. and abroad. Initiate and respond to written and verbal communication and coordination with U.S. Embassy personnel.

Qualifications: Bachelor's degree is required. Fluency in Arabic is desired.

#### 6.3.8. Administrative Support for Participant Affairs: (2088 hrs)

Tasks: In support of the Office of External and Strategic Communications, coordinates and oversees matters pertaining to hosting international and US participants for seminars and conferences in the US and abroad to include housing, transportation, meals, and other matters. Coordinates non-academic participant activities and advises on protocol matters. Coordinates planning with Center staff and faculty and with other US government and foreign government agencies.

#### Qualifications:

To successfully perform this task, a minimum of a [Bachelors](#) Degree from an accredited college in a logistics related field is required. A minimum of two years working experience in logistics management and a working knowledge of Near East South Asia (NESAs)

region's customs, culture and meeting special need for foreign diplomats and military leaders, especially from the Middle East and US. Diplomats and celebrities.

6.3.9. Administrative Support for the Registration Office: (2088 hrs.)

**Tasks:** In conjunction with the Office of External and Strategic Communications, coordinates and oversees all matters pertaining to international and US participants' inquiries for NESAs events in the US and abroad. Plans, organizes, and coordinates all activities associated with the nomination and admission process. Updates and completes participant list and manages the integrity of input/output of appropriate information in the NESAs Center data base.

**Qualifications:**

To successfully perform this task, a minimum of a Bachelors Degree from an accredited college is required. A Minimum of one (1) year working experience of Near East South Asia (NESAs) region's customs and culture is desired. Also, an extensive working knowledge of Arabic and PeopleSoft is desired.

6.3.10. Event and Program Planning (8,512 hrs.)

**Tasks:** Plan, coordinate, and execute programs (Annex A). Plan courses of action to be implemented for review by the government prior to execution of the event. Upon approval, implement the course of action and activities to ensure a well thought out and managed function for NESAs. Closely monitor activity to ensure events are managed professionally with minimal disruptions to the event. Provide a written after action report that identifies suggestions for improvement as well as positive aspects about the event.

**Qualifications:** Bachelor's degree or two years of work experience as an event program planner is required.

6.3.11. Special Event Planning (2128 hrs.)

**Tasks:** Coordinate the Washington D.C. NESAs Center hosted seminars targeted for the NESAs region diplomatic community in the form of monthly lectures and discussions, as well as all special events associated with other programs both in continental U.S. and in the Near East South Asia region. Coordinate, plan, and logistically manage monthly round table meetings and seminars with a program director. Coordinate and execute all special events to include dinners, luncheons, and evening events for all Washington D.C. based seminars. Events take place both on and off site.

**Qualifications:** High school diploma required and two years of work experience as an event program planner is required.

6.3.12. Information Technology Support: (2088 hrs.)

Tasks: Provide computer, website and database support for all programs and events. Perform office administration tasks required to support NESACenter's information technology requirements, maintain operations office areas and maintain computer equipment. Upload data to public and alumni websites, modify code to affect display of NESACenter content on website.

Qualifications: Must have a Bachelors degree and 3 years experience in information technology support. Experience in Blackboard, HTML, CFML, SQL and experience in training non-English speakers to use IT resources is .desirabled.

6.3.13. Develop and Manage Security Cooperation Programs for Iraq/Afghanistan: (2088 hrs.)

Tasks: Coordinate education and training programs aimed at institution building within the security sector in Iraq and Afghanistan. In conjunction with the Office of the Secretary of Defense and other stakeholders, define a range of relevant program offerings; Coordinate with institutional partners Defense Institute of International Legal Studies (DIILS), Defense Resources Management Institute (DRMI), United States Institute of Peace (USIP), and the Center for Civil Military Relations (CCMR) to develop and execute a package of mid/senior level education and training programs within the Ministry of Defense and other relevant security sector institutions in the region. Training programs will cover a range of topics to include civil-military relations, defense planning and management, interagency cooperation, and governance in the U.S. and overseas.

Qualifications:

To successfully perform this task, a minimum of a Bachelor's degree from an accredited college is required. Program management experience in defense/security sector in the Near East South Asia security region is required. Former U.S. military officer experience is desired. Work experience in security sector programs in Iraq and Afghanistan is desired.

6.3.14. Manage of Content for Websites: (2088 hrs.)

Tasks: Solicit content updates from faculty & staff, edit content for website appropriateness. Search US Government websites as well as domestic and foreign press for appropriate additions to public and/or password protected NESACenter websites; research reading materials from NDU Military Education Research Library Network (MERLIN) resources for posting to password protected websites, collect and edit NESACenter event reports for the public website, and collect/categorize/edit alumni's professional/personal updates for website distribution. Advise on the appropriate delivery and layout, constantly seeking out new ways to reach stakeholders and alumni.

Will work in conjunction with Continuing Education and External Relations personnel, Public Affairs personnel, and others in the office in a collaborative manner.

Qualifications: Bachelor's degree in communications, computer science or a related field is required. Minimum of two years of work experience of research of the NESAs region and of US policy in the NESAs region is desired.

6.3.15. Budgeting, Accounting, and Acquisition Support for the Resource Management Office: (864 hrs.)

Tasks: Budget, track, and account for daily NESAs Center expenditures in accordance with guidance provided by the Defense Security Cooperation Agency and NESAs Resource Management Office. Assist Resource Manager to organize annual and periodic reports, preparation for reviews/audits and coordination of data input into the official accounting system. Prepares detailed reports and analysis on contracts and finances for review by the Resource Manager.

Qualifications:

To successfully perform this task, a minimum of a high school diploma is required. Bachelor's degree in accounting or related field is desired. Substantial work experience in formulation, presentation and execution of the budget as well as coordination with the Defense Finance and Accounting System (DFAS). Ten years of recent experience working with U.S. Government contracting and fiscal regulations is desired. Experienced working with diverse groups of persons, including mid to senior level military and Government officials is desirable. Proficiency in MS Word, MS Excel, MS PowerPoint and MS Access is required.

6.3.16. Administrative Support for Academic Affairs: (2088 hrs.)

Tasks: Prepare presentations, briefings, letters, memos, notes, and reports related to the functions and administrative responsibilities of the Center, the Office of the Academic Dean, and faculty. Research, collect, and analyze information and data related to course development, academic programs, lectures, and presentations. Based on research, provide written or oral briefs to the Academic Dean of significant political events, trends and developments in the Middle East and South Asia that bear upon the NESAs Center and its academic programs. Prepare synopses of articles, polls, and analysis published in professional journals, bulletins, books, chapters, manuscripts, broadcasts, Internet websites, and newspapers on topics.

Qualifications: Bachelor's degree is required. Two years of work experience in administration is required. Experienced working with diverse groups of persons, including mid to senior level military and Government officials is desirable. Proficiency in MS Word, MS Excel, MS PowerPoint and MS Access) is required.

### 6.3.17. In-country Event Coordination: (2128 hrs.)

Tasks: Perform administrative, programmatic and logistical support for NESACenter events by planning, scheduling, coordinating workshops, seminars and classes conducted by NESACenter in the NESACenter region, to include events associated with the Regional Network of Strategic Studies Centers. Work with staff members throughout the Center and US Embassy personnel to ensure administrative and logistical support are timely to maintain scheduled activities. Coordinate logistical support for the NESACenter activities to include publications, research support, meetings, and other products. Provide a written after action report that identifies suggestions for improvement as well as positive aspects about the event.

Qualifications: Bachelor's degree is required. Fluency in English, and Arabic and/or French language is required. Two years of work experience in logistical planning in the NESACenter region is desired. Skills, as well as a thorough understanding of regional issues and customs of the NESACenter region are desired.

### 6.3.18 Project Manager (2088 hours)

Shall have substantive experience in an operational or training environment. Experience in at least two of the following areas: personnel management; administration; logistics planning and management; protocol; public affairs; or political-military affairs is desirable. The Project Manager shall possess the highest standards of personal deportment, judgment, demonstrated organizational abilities, and outstanding communications skills. It is essential that the Project Manager have a working knowledge of the Washington, DC diplomatic and military organizations and cultures, and the ability to interact with senior foreign representatives. The Project Manager must be familiar with the NESACenter region. The Project Manager acts as the single point of contact for all activities with the COR for this contract. The COR is the point of contact for the Project Manager. The Project Manager shall participate in all critique sessions, in process reviews, after action reviews and "hot washes" that are conducted in the preparation for, during or after any event. The Project Manager will immediately inform the COR of any issues, problems or concerns that pertain to fellows, guests or scheduled activities.

Qualifications: To successfully perform this task, a minimum of a Bachelors Degree is required, with at least 3 years work experience with the NESACenter region to include program management is desired.

7. PERFORMANCE OBJECTIVE No. 2: In order to perform the tasks set forth in PWS paragraph 7, the contractor shall provide qualified administrative, technical, management, and academic support personnel during time when the NESAs Center's workload surges or increases.

7.1 The contractor will provide management, technical, administrative and analytical assistance to the NESAs Center in designing, organizing, and executing various activities (see NESAs Center Programs at Annex A) based on workload surges or increases. These activities will take place at the NDU/NESAs Center facilities, and/or at other designated locations throughout the world.

7.2 Academic support and facilitators must have a combination of academic degree (PhD or JD preferred), practical experience and/or teaching experience in the required area of expertise. The administrative, technical, and management support personnel will be already trained in their positions.

7.3 The All personnel must be able to travel internationally to perform the required tasks. Personnel with cross-cultural experience are preferred.

7.4 The COR may request contractor to perform the following tasks during workload surges.

7.4.1 Lecture, Facilitate, and Research Graduate Level Programs on National Security:

Tasks: Support seminars, programs, curriculum development workshops, research, and related activities. Research, identify and secure the services of subject matter experts who will provide subject matter expertise as Adjunct Faculty to the NESAs Center to direct and facilitate seminars, provide expertise during curriculum development workshops, author papers, or speaker at NESAs functions. The contractor should have a select number of experts, who have a proven record of excellent performance and commitment to the goals and philosophy of the NESAs Center, upon whom the Center can call.

Qualifications: Former renowned member of a research and policy institute on security studies, or retired State Department/DoD official with an extensive background in strategic security studies is desired. Former or current U.S. Government civilian or military officials who are subject matter experts on the Near East and South Asia region is desired. These individuals should have a demonstrated level of excellence at facilitation and subject matter expertise.

7.4.2 Facilitating Seminars, Workshops, Symposia:

Tasks: Facilitate NESAs Center seminars, workshops, symposia, and other events as determined. The contractor, working with the COR (in consultation with the Academic Dean and other NESAs Center officials), will build a pool of qualified facilitators from the United States, Near East and South Asia, the international

community, with backgrounds in government, military, academics, and civil society, who will facilitate NESAs Center programs. Facilitators shall actively participate in orientation and evaluation sessions prior to and after seminars or other events.

Qualifications: Master's degree in international relations or related field is required. Minimum of seven years of academic experience in areas such as politics of the Near East and/or South Asia region, civil military relations, security studies, defense economics, disaster management, regional studies, peace support operations, counter-terrorism, and public health. Facilitators need to have strong interpersonal skills, multi-cultural understanding, and the highest standards of professional conduct.

#### 7.4.3 Facilitating Seminars, Workshops, Symposia at a Senior Level:

Tasks: Same requirements as a facilitator.

##### Qualifications:

To successfully perform this task in addition to 7.4.2 above, a minimum of a Master's degree is required. Former Flag Officers, former Cabinet Members or former Members of Congress who have distinguished themselves so as to be elevated to a more prestigious position are desired.

#### 7.4.4 Administrative Support for the Office of the Director and Senior Staff:

Tasks: Perform calendar and time-management, database, administration, protocol affairs, as well as business correspondence and business writing.

Qualifications: Bachelor's degree is required. Two years work experience in NESAs programs in administrative support is highly desirable. Experience in administrative support in an academic environment is desirable.

#### 7.4.5 Planning and Program Development:

Tasks: Develop short-term, mid-term and long-term plans that link the current program-to-program expansion, while supporting a wider variety of activities and approaches to Near East and South Asia strategic studies. Coordinate guidance provided by the Dean of Administration on new approaches in conducting business for the NESAs Center and offering written proposals on best practices for improvement. Written proposals shall identified problems and suggested solutions for review/approval to be instituted by the NESAs Dean of Administration.

Qualifications: Bachelors degree in international relations or related field is required. Minimum of 2 years of work experience in international studies is desired.

#### 7.4.6 Program Planning Management for the Dean of Administration:

Tasks: Monitor staffing requirements, to include recruiting, training, and career development for program planners and the special events coordinator. Develop and prepare standard operating procedures as well as briefing and background materials on a wide range of program and project-related issues. Coordinate the NESACenter's Intern Program. Coordinate the planning of contractor employees that are engaged in the tasks for planning, preparation and conduct of domestic and international seminars and meetings with senior diplomatic, political and military leaders from Near East and South Asian countries. Interagency coordination with members from the U.S. State Department, Pentagon, National Security Council, and Capitol Hill regarding policy and program operational issues. Manage all day-to-day coordination and execution of seminars. Assist in the coordination of guest lectures and meetings. Edit, publish, and distribute seminar materials.

Qualifications: Bachelor's degree in political science, international relations, and/or NESACenter regional expertise, 3-5 years work experience, previous experience with program and event planning, program management, and personnel management experience is required.

#### 7.4.7 Program/Project Management for Regional Combatant Commands:

Tasks: Provide program management and oversight for regional command support programs and special projects. With guidance from NESACenter, coordinate and implement programs and special projects conducted in support of U.S. Central Command, U.S. European Command, and U.S. Pacific Command. Coordinate with the regional commands, as well as other appropriate stakeholders, on issues related to NESACenter command support programs. Organize program-related consultative sessions with various stakeholders. Develop timelines and designs and drafts concept papers, program schedules and read ahead materials for command support programs. Identify staffing and other logistical planning requirements for command support programs; as appropriate, coordinate with support staff and other NESACenter staff. Identify guest speakers and adjunct staff and faculty, as needed, for command support programs. Draft and circulate program-related reports, briefings and policy updates. Attend command-related events and proceedings and prepare policy briefs and summaries.

##### Qualifications:

To successfully perform this task, a Bachelor's degree is required and minimum of 15 years of work experience with a NESACenter region Combatant Command is desired. Project management experience is required. Experience with Central Command is desired.

#### 7.4.8 Planning and Logistical Support of Forward Presence:

Tasks: Plans to include the logistical requirements for the development of NESACenter's forward presence in the Central Command (CENTCOM)'s Area of Responsibility (AOR). Coordinate with the Combatant Command Support officer, develops a specific plan for the establishment of a NESACenter office in the CENTCOM AOR. Once the plan is approved, defines a detailed course of action and milestones for execution. Coordinates site visits, logistical coordination, host government relations, and travel arrangements. Develops detailed courses of action for establishment of NESACenter satellite offices at regional strategic studies centers as necessary, to include memoranda of understanding and plans for logistical support.

Qualifications: To successfully perform this task, a Bachelor's degree is required and minimum of 15 years of work experience with a NESACenter region Combatant Command is desired. Planning and logistics experience are required. Experience with Central Command is desired. Former military officer is desired.

In-country Event Coordination:

Tasks: Perform administrative, programmatic and logistical support for NESACenter events by planning, scheduling, coordinating workshops, seminars and classes conducted by NESACenter in the NESACenter region, to include events associated with the Regional Network of Strategic Studies Centers. Work with staff members throughout the Center and US Embassy personnel to ensure administrative and logistical support are timely to maintain scheduled activities. Coordinate logistical support for the NESACenter activities to include publications, research support, meetings, and other products. Provide a written after action report that identifies suggestions for improvement as well as positive aspects about the event.

Qualifications: Bachelor's degree is required. Fluency in English, and Arabic and/or French language is required. Two years of work experience in logistical planning is required. Skills, as well as a thorough understanding of regional issues and customs of the NESACenter region are desired..

7.4.9 Information Database Management

Tasks: Input data in the uNet (People Soft) database. Provide IT database support services required to fulfill the NESACenter mission.

Qualifications: Bachelors degree and 3 years experience in database management is required. Two years of work experience with the Near East South Asia region programs is desired. Experience in an academic environment and Microsoft Word programs is desired.

7.4.10 Management Consulting for the Expansion of the NESACenter:

Tasks: As NESAs Center grows and evolves in scope, provide Senior Leadership management consultation on the process by which these changes are designed, developed and implemented. Provide strategic planning, developing forums for input and discussion, reporting on the morale of the organization (through such mechanisms as interviews and surveys), designing and /or facilitating meetings, assisting members of the organization in problem solving and conflict resolution, and assisting individuals and groups to develop the skills and competencies that will make them and the organization more effective.

Qualifications: Master's degree in Business Administration is required. Twenty years of work experience in management consulting is Desired.

#### 7.4.11 Management of Alumni Affairs:

Tasks: Develop alumni organizations of NESAs graduates and establish interfaces with them in conjunction with the Public Affairs. Track alumni contact information, coordinate with database specialist for reporting and tracking purposes, preparing material for distribution to alumni, coordinate with webmaster for web-based communications with alumni, prepare information for webmaster use, coordinate and support alumni events both in the US and in the NESAs region, and develop methods for more effective communication. Submit written and verbal communications with senior level officials from the Middle East, North Africa and South Asia, as well as event planning, in-country coordination, and event execution in the US and abroad. Initiate and respond to written and verbal communication and coordination with US Embassy personnel in the NESAs region

Qualifications: High school diploma required. Some college experience desired. Fluency in English and Arabic is desired..

#### 7.4.12 External / Public Affairs Strategic Communications:

Tasks: Provide public affairs support and content writing for the center. Provide speech writing, develop strategic communications plans, and develop back briefs for stakeholders. Interact extensively with CENTCOM, EUCOM, and PACOM, our other AOR stakeholders, and regional centers to perform outreach on behalf of NESAs. Draft the Center's annual report, brochure and other publications of the NESAs Center for the government's approval. The Public Affairs Office will act as final editor/proof reader on all correspondence leaving the center as well as serve as the speech writer for the Director; Develop briefs for the center and will brief visitors on NESAs Center Activities as required. Draft reports that go via the President of National Defense University to the Chairman of the Joint Staff and the Secretary of Defense. Draft the Center's annual report, brochure and other publications as necessary.

Qualifications: Master's degree in international relations (or related field) and three years of work experience in public relations, OR a bachelor's degree in international relations (or related field) and five years of work experience in public relations is required. Work experience in the Near East South Asia region in public affairs is desired.

7.4.13 Administrative Support for Academic Affairs:

Tasks: Prepare presentations, briefings, letters, memos, notes, and reports related to the functions and administrative responsibilities of the Center, the Office of the Academic Dean, and faculty. Research, collect, and analyze information and data related to course development, academic programs, lectures, and presentations. Based on research, provides written or oral briefs to the Academic Dean of significant political events, trends and developments in the Middle East and South Asia that bear upon the NESACenter and its academic programs. Prepares synopses of articles, polls, and analysis published in professional journals, bulletins, books, chapters, manuscripts, broadcasts, Internet websites, and newspapers on topics.

Qualifications: Bachelor's degree is required. Two years of work experience in administration is required. Experienced working with diverse groups of persons, including mid to senior level military and Government officials is desirable. Proficiency in MS Word, MS Excel, MS PowerPoint and MS Access is required.

7.4.14 Edit and Research Publications:

Tasks: Prepare and edit academic papers for both in-house and external publication. Draft and edit scholarly papers. Provide exceptional editing skills in working with academic scholars on a daily basis. Offer substantive input to academic scholars to initiate, produce, and finalize items for publications. Assist academic scholars by providing detailed presentations of research work to support positions for publications of scholarly publication.

Qualifications: Bachelor's degree in journalism or related field is required. Five years of work experience editing and publications is desired.. Work experience in or with NESACenter region is desired.

7.4.15 Budgeting, Accounting, and Acquisition Support for the Resource Management Office:

Tasks: Budget, track, and account for daily NESACenter expenditures in accordance with guidance provided by DSCA and NESACenter Resource Management Office. Organizing annual and periodic reports, prepare for reviews/audits and input data into the official accounting system. Prepares detailed reports and analysis for review by the Resource Manager.

Qualifications: Bachelor's degree is required. A minimum of 7 years of work experience in the formulation, presentation and execution of DoD U.S. Government budgets as well as working with DFAS. Consultant must have experience and knowledge of USG contracting and fiscal regulations. Should be experienced working with diverse groups of persons, including mid to senior level military and Government officials Proficiency in Microsoft Office is required. Must be very proficient in Microsoft Word and Excel.

8. PERFORMANCE OBJECTIVE No 3: In order to perform the services described in this PWS the contractor may incur direct costs to purchase supplies and services needed to carry out day-to-day operations, programs, seminars, and other NESAs events. The contractor may obtain, after approval from the COR, such supplies necessary to perform the work described in the PWS. The contractor will, at all times, endeavor to minimize such costs. The contractor will be reimbursed for its allowable direct costs allocable to the contract. For the purpose of reimbursing allowable costs, the term "costs" includes only those recorded costs that, at the time of the request for reimbursement, the Contractor has paid by cash, check, or other form of actual payment for items or services purchased directly for the contract. These include, but are not limited to:

- 8.1 Travel costs for the contract work that do not exceed the amounts authorized government employees under the Joint Travel Regulation (see item 11, below). The project manager will work with the COR to ensure the contractor's travel requirements are forecasted 90 days in advance. Contractor may be reimbursed for 'danger pay' allowances paid to employees who travel and work for the contract in hazardous places provided such reimbursement is necessary and does not exceed amounts authorized government employees for Danger Pay Allowance (DPA) in the Department of State Standardized Regulations (DSSR).
- 8.2 Contractor may be reimbursed for necessary incurred direct costs pre-approved by the government ( Contracting Officer) to support NESAs programs (see item 18, below).
- 8.3 When NESAs conducts an event overseas or outside of the Washington DC area, the contractor may be reimbursed for incurred costs for items or services purchased directly for the contract that the Contracting Officer has pre-approved. This includes costs for supplies and other support services overseas, to include lodging services, when such items or services are not available through government logistics or procurement systems.

9. DELIVERABLES:

PRODUCT/ACTION

DATE

Deliverables

Adherence to schedule. Tasks to be completed on the contract will be confirmed by the COR.

In-Progress Reviews

Quality Assurance Representatives and the CORs will meet once a month to review effort on the contract. Findings will be presented to the Director NESA and forwarded to DSCA Contracting Office for appropriate action.

Invoice statements

No later than the 15<sup>th</sup> of each month for the preceding month. When the contractor is 30 days late a 1% penalty will be assessed and another 1% for each 15 days after the due date.

Post Event Lessons Learned / Suggested corrective actions

No later than 30 days after seminar or event conclusion.

10. Personnel: The contractor must provide resumes of all personnel. The resumes must identify all personnel and their proposed role in the execution of this PWS. Any personnel change has to be approved by NESA's COR and Contracting Officer in advance.

11. Travel Requirements: Travel will be required in the performance of designated tasks and duties. Travel costs will be invoiced at rates not to exceed those authorized in a Federal Joint Travel Regulation. Unforeseen travel requirements are anticipated, but will only be executed as directed by the COR.

12. Quality Assurance Representatives: The Dean of Academics, Dr. Michael Yaffe, Voice (202) 685-4940, email yaffem@ndu.edu; Plans and Programs Manager, Mr. Dan Rosen, Voice (202) 685-2356, email rosend@ndu.edu and Ms. Kirsten Fontenrose, Chief, External and Strategic Communications, Voice (202) 685-4994, email

[fontenrosek@ndu.edu](mailto:fontenrosek@ndu.edu), Fax (202) 685-4999, located at the Near East South Asia Center for Strategic Studies, Suite 4308, Department of Defense, 2100 Second Street, SW, Washington, DC 20593 are the Quality Assurance Representatives.

13. Contracting Officer's Representatives: Ms. Gwen Powell, Voice (202) 685-2424, email [powellg@ndu.edu](mailto:powellg@ndu.edu) , Fax (202) 685-4999, located at the Near East South Asia Center for Strategic Studies, Suite 4308, Department of Defense, 2100 Second Street, SW, Washington, DC 20593 are the Contracting Officer's Representatives.

13.1. When directed by the Government team, working through the Contracting Officers Representative (COR), the contractor will be responsible for event planning, administrative support, logistics and training support to the NESAs Center staff, which may require the development and implementation of draft policies, procedures, manuals, communications, database maintenance and general support to become an effective and efficient organization. Personnel required must have good organizational abilities, excellent communications skills, and ability to work under pressure to respond to the dynamics of a multi-cultural environment.

13.2. It is important for each member of the contractor team to possess and maintain the highest standards of personal deportment and judgment, and have the social awareness to interact appropriately and effectively with senior government and military and civil society foreign representatives. The nature of the NESAs Center requires an integrated government and contractor team capable of dealing with all levels of hierarchy including host nation representatives, U.S. government and embassy officials as well as suppliers and vendors.

13.3. The Contractor will work with the Government to institute or refine, as appropriate, effective and efficient office management systems, including maintaining and updating the NESAs Center databases and website. The NESAs Center vision is to integrate technology into delivery of programs that support DSCA and NDU's goal of meeting highest information age criteria.

13.4. The contractor and its employees shall be experienced in working with senior civilian and military officials (U.S. and NESAs region preferred); strong interpersonal and people skills; knowledge of NESAs region or experience working in the NESAs region; organizational skills and specifically special events planning and implementation experience; interest and ability to travel to the NESAs region.

14. Security: Security and Academic Informational Requirements.

14.1. Physical Security will be a priority of the NESAs Center, to include security of facilities and of all participants and staff. The Center will be attuned to and meet U.S. Government requirements for all security matters.

14.2. NESAs Center events and participation will be in an unclassified but appropriate non-attribution, academic mode to facilitate educational freedom and open, uninhibited interaction by all involved.

14.3. Prior to the release or publishing of any public information concerning the NESAs Center or originating as a result of the working with the NESAs Center program, clearance must be obtained by the COR or appropriate government official.

14.4. The contractor employees will comply with all applicable Government security directives and regulations during the performance of work.

The security classification of work to be performed under the contract is unclassified. The contractor employees will comply with all applicable government security directives and regulations during the performance of work. Contractor employees will read and be familiar with NDU and U.S. Coast Guard Headquarters facility security information, and will properly wear the appropriate building pass or badge. The contractor will follow guidelines from the U.S. Coast Guard Security Office to enroll each contractor employee in the *RAPIDGate* standardized Security Entry Program. The contractor will be responsible for payment of contractor personnel registration fee in the *RAPIDGate* Security Entry Program. Contractor personnel are responsible for safeguarding building passes and other badges, and must immediately report a lost or stolen badge to the COR (202) 685-2424, and the NDU Security Office (202) 685-2131.

#### 14.5. Hours of Operation

The Center's "core" operating hours are from 0700 to 1800 hours. The core working hours can be negotiated with the COR and placed in writing in an emergency situation. Contractor personnel will take leave in coordination with the NESAs and Federal legal holiday schedule. The contractor will establish regulations related to personnel time off and monitor accordingly. Overnight travel may be required.

### 15. Standard Definitions

15.1. Contracting Officer (KO). A person duly appointed with the authority to enter into and administer contracts on behalf of the U.S. Government.

15.2. Contracting Officer's Representative (COR). An individual designated in writing by the Contracting Officer to perform as an authorized representative of the Contracting Officer to perform specific contract administrative functions within the scope and limitations as defined by the Contracting Officer.

15.3. Government Furnished Property (GFP). Property in the possession of, or directly acquired by the Government and subsequently made available to the contractor.

15.4. Government Property. All property owned or leased to the Government or acquired by the Government under the terms of the contract. Government property includes both Government furnished property and contractor acquired property as defined in FAR 45.101.

15.5. Government Furnished Material (GFM). Material in the possession of, or directly acquired by, the Government and subsequently made available to the contractor.

15.6. Government Material. All material that may be incorporated into or attached to a deliverable end item or that may be consumed or expended in performing a contract, i.e., raw and processed materials, small tools, supplies component parts, raw and processed materials.

15.7. Quality Assurance (QA). Those actions taken by the Government to assure services meet the requirements of the Performance Work Statement (PWS) and all other service outputs.

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

## 16. Government Furnished Property and Services

16.1. The NESACenter will provide working space and equipment, as listed below, only to the contractor employees who are directly assigned to perform tasks required or specified by the contract. The NESACenter will provide office supplies, materials, and equipment, to include access to telephones, copying machines, and desktop personal computers. Other administrative and communications support will be provided as required to perform the contract tasks.

16.2. The NESACenter will provide access to those documents and files that are relevant to the project and that are required to perform the tasks specified in the contract. Documents include studies, reports, plans, syllabi, agendas, and databases.

16.3. NESACenter government personnel will provide such assistance and information as is appropriate and necessary for liaison functions, and for the contractor's performance of the contract, e.g. review of schedules, preview of materials, orientation briefings, and walk-through of spaces.

16.4. Parking space will be available consistent with the policies and procedures that pertain to Government employees.

## 17. Quality Control

17.1. Quality Control Plan. The contractor shall establish and maintain a complete Quality Control Plan to ensure that the requirements of the contract are

provided as specified. One copy of the contractor's Quality Control Plan shall be provided to the contracting officer at the time of proposal submission. An updated copy must be provided to the Contracting Officer as changes occur. The Quality Control Plan shall describe the methods for identifying and preventing problems before the level of performance becomes unacceptable.

17.2. Quality Assurance. The government will evaluate the contractor's performance under this contract based on adherence to guidelines established in Deliverables and Tasks. When an observation indicates defective performance, the COR will obtain the contractor's representative's initials on the record of the observation. The COR will then submit a Contract Discrepancy Report.

#### 18. Contractor Furnished Items and Services

Except for those items or services specifically stated to be Government furnished in paragraph 16, the contractor shall furnish everything required to perform this contract.

19. Contracting Officer: The Contracting Officer for this solicitation and contractor is Mr. James E. Washington, Jr., Defense Security Cooperation Agency (DSCA), 201 12<sup>th</sup> Street South, Ste 203, Arlington, VA 22202. Email: [James.Washington@dsc.mil](mailto:James.Washington@dsc.mil), (703) 604-67566. **ANY CHANGES MADE TO THIS CONTRACT MUST BE APPROVED BY THE CONTRACTING OFFICER.**

## ANNEX A

### Planned Conferences and Seminars

<p>Regional Network of Strategic Studies Centers Democracy and Government Studies (D&amp;G) Working Group</p>	<p>This D&amp;G Working Group will consist of 20 participants from 10-12 Centers, meeting in Amman, Jordan for a two-day meeting to review work products prior to the upcoming plenary meeting in FY07. Working with counterpart institutions, the NESACenter helped establish a “Regional Network of Strategic Studies Centers” in the Near East and South Asia region. This Network’s goal is to expand the strategic dialogue among institutions throughout the region, in response to regional suggestions for more avenues of dialogue and cooperation in meeting security challenges.</p>
<p>Combating Terrorism (CT) Executive Seminar</p>	<p>The two-week seminar on Combating Terrorism (held in Washington, DC) for approximately 42 participants, focusing on key themes such as: defining the regional terrorist threat; assessing regional, sub-regional, and national responses; tools, strategies and best practices for combating terrorism; strategies for enhancing national and regional cooperation; and a case study/capstone experience. The goals and objectives of this program include the development of a global cadre of emerging counterterrorism leaders with a broad regional appreciation of the terrorist threat. Alumni of this program will be able to tap into the broader existing NESACenter Alumni Network, while maintaining a more narrow active fellowship among seminar participants on CT issues as well.</p>
<p>MED Dialogue Senior Executive Seminar @ GCMC</p>	<p>The purpose of the Senior Executive Seminar cosponsored by the Marshall Center is to bring up to 80 senior military officers and their civilian counterparts (ambassadors and assistant ministers) from mainly Mediterranean and NATO Countries to Garmisch-Partenkirchen, Germany for a ten-day workshop focusing on key foreign policy issues currently facing the region. NESACenter is responsible for the Arabic Interpreters and Translations as well as for providing three facilitators, one of whom is an adjunct professor.</p>
<p>Regional Network of Strategic Studies Centers CT Working Group</p>	<p>Working with counterpart institutions, the NESACenter helped establish a “Regional Network of Strategic Studies Centers” in the Near East and South Asia region. This Network’s goal is to expand the strategic dialogue among institutions throughout the region, in response to regional suggestions for more avenues of dialogue and cooperation in meeting security challenges. This CT Working Group will consist of 25 participants from 14-15 Centers meeting in Morocco for a two-day meeting to review work products prior to the upcoming plenary meeting in FY07.</p>

## ANNEX A

Executive Seminar	The Executive Seminar (held in Washington, DC) for approximately 42 participants is an intense three-week program intended to stimulate and direct an exchange on strategic issues affecting the Near East South Asia region among national security professionals. The overall program addresses a broad range of issues, including: the current and future regional strategic environment; the American national security structure and process; the transformation in military affairs; counter-terrorism; the proliferation of weapons of mass destruction; and disaster management. The Seminar's participants include military and civilian officials from the NESAs region.
Senior Executive Seminar	The purpose of the Senior Executive Seminar (held in Washington, DC) for approximately 42 participants is to bring flag-level military officers and their civilian counterparts (ambassadors and assistant ministers) from the NESAs region to Washington for a ten-day workshop focusing on key foreign policy issues currently facing the region. This is a unique forum insofar as it provides senior representatives from Morocco to Bangladesh -- including Indians/Pakistanis, Arabs/Israelis, as well as Iraqis and Afghans -- an opportunity to discuss strategic issues among these countries, and between them and the United States. A key objective for the Senior Executive Seminar is to provide these national security professionals with an extended opportunity to discuss current security issues of mutual concern with top-level U.S. officials. In addition to State, they will visit the Pentagon, the White House/NSC, and Capitol Hill.
Combating Terrorism (CT) Executive Seminar	The two-week seminar on Combating Terrorism (held in Washington, DC) for approximately 42 participants, focusing on key themes such as: defining the regional terrorist threat; assessing regional, sub-regional, and national responses; tools, strategies and best practices for combating terrorism; strategies for enhancing national and regional cooperation; and a case study/capstone experience. The goals and objectives of this program include the development of a global cadre of emerging counterterrorism leaders with a broad regional appreciation of the terrorist threat. Alumni of this program will be able to tap into the broader existing NESAs Center Alumni Network, while maintaining a more narrow active fellowship among seminar participants on CT issues as well.
Other Seminars in Washington	Periodic seminars for approximately 42 participants which may cover at least two or more hours covering NESAs issues. These events would be open to the foreign embassies in DC, as well as International Fellows at NDU.
Washington Seminar Series	Monthly two-hour seminar for approximately 42 participants on NESAs region strategic issues of particular timeliness. These events would be open to the foreign embassies in DC, as well as International Fellows at NDU.
Border Security Workshops	A two-day workshop in Garmisch-Partenkirchen, Germany at the Marshal Center for Strategic Studies involving 25 participants. The goal of this workshop is to promote discussion among officials on the best approaches to border security from the strategic, practical, and technological perspectives. Unlike other NESAs center seminars, this workshop is intended primarily for those individuals directly responsible for the operation of their respective country's border security program, including from the ministries of defense, interior, and foreign affairs, as well as customs and other related agencies. Participants will review various border problems states are facing, share information about institutional arrangements and procedures for managing the flow of people and goods across frontiers while reducing vulnerabilities, and explore cooperative approaches. The impetus for the workshop is the recognition that border control has become an increasingly important and challenging security issue to all nations.
Bi-Lateral Workshops	These 2-3 day workshops for approximately 50 participants at a mid/senior level from the host country will take place in the region at the request of the US Embassy in to examine regional issues and focus, in particular, on items that NESAs Center, the US Country Team and the host nation agree on. This program provides obvious opportunities to influence the senior officials and future leaders in the seminar itself, as well as numerous side meetings with key government officials, and studies centers in the country.

<p>Regional/Sub-Regional Seminars</p>	<p>Seminars will consist of 20 participants from 10-12 Centers, meeting in region for a two-day meeting to review work products prior to the upcoming plenary meetings. Working with counterpart institutions, the NESACenter helped establish a “Regional Network of Strategic Studies Centers” in the Near East and South Asia region. This Network’s goal is to expand the strategic dialogue among institutions throughout the region, in response to regional suggestions for more avenues of dialogue and cooperation in meeting security challenges.</p>
<p>Regional Network of Strategic Studies Centers CT Working Group</p>	<p>Working with counterpart institutions, the NESACenter helped establish a “Regional Network of Strategic Studies Centers” in the Near East and South Asia region. This Network’s goal is to expand the strategic dialogue among institutions throughout the region, in response to regional suggestions for more avenues of dialogue and cooperation in meeting security challenges. This CT Working Group will consist of 25 participants from 14-15 Centers meeting in Morocco for a two-day meeting to review work products prior to the upcoming plenary meetings.</p>
<p>Alumni Program</p>	<p>The web outreach effort is for alumni as well as the NESACenter policy community in the U.S. and the region. The site is the focal point of the Center's effort to keep in touch with its alumni and keep alumni connected with each other, including promoting dialogue on regional security issues. The web-based Alumni Outreach program involves daily maintenance and growth of a database of articles and research resources; daily/weekly e-mails of selected readings, US policy statements, regional news, and Center updates; moderated discussion boards; and alumni communication and networking tools. The Alumni Chapters Program oversees creation, and support for NESACenter alumni chapters in the region. Program operations include a variety of assistance, including writing and production of establishment documents through in-country project oversight. Alumni Outreach Centers enable NESACenter alumni to make use of valuable resources provided by NDU and the NESACenter. These include Information Technology in the form of hardware/software packages, and technical support, access to online resources, data on NESACenter Alumni, and contacts around the world. Continuing education will be offered to alumni on: a one-country, half-day basis featuring traveling NESACenter faculty and staff; a multi-day, bilateral basis featuring NESACenter and contract faculty and staff; and a multi-day, sub regional basis featuring NESACenter, contract, and co-host faculty and staff. Continuing education is offered via presentation, panel discussion, and VTC. A gathering of NESACenter alumni from across the region on an annual basis would be beneficial, with the first such meeting having been held in Istanbul in November 2005. Such meetings would bring together numerous well-positioned alumni to re-connect with each other and familiarize them with tools that we have created for continued engagement with each other. Smaller sessions on an <i>ad hoc</i> basis would also allow for more focused discussion of sub-regional issues.</p>
<p>SSTR/PRT/ Capacity Building</p>	<p>The Defense Planners Workshops for up to 50 participants support the preparation of future mid- and senior-level military and civilian leaders of the security institutions to manage and lead the Ministry of Defense and Joint Force Headquarters. The Workshops emphasize development of a national security strategy, defense resource allocation, civil-military relations, and the role of military forces in democratic society. They impart specific tools, methods or functional examples that officials will need to perform their duties such as manpower control resource planning and programming and budget control. At the conclusion of the workshops, participants will understand the process by which defense planners allocate fiscal and manpower resources to create, employ, and sustain forces to support a defined national security strategy. In addition, they will have an</p>

	appreciation of their nation’s strategic situation and understand the process by which broad national security policy guidance is used to formulate a viable national security strategy.
OSD Research/ Faculty Lecture Tour	These tours are a research and outreach opportunity for NESACenter faculty, often combined with an alumni or Network event. Allows faculty the ability to conduct research, attend speaking engagements and conferences, and maintain professional institutional relationships. NESACenter faculty members are required to conduct lecture tours in the NESACenter region (3-4 countries per tour) where they present findings from their latest research. These lectures serve as a means to engage NESACenter alumni, strategic study centers, defense colleges, universities, and other interested parties.
GWOT Listening Workshop	This event is held in CONUS or in the region for usually 3 days for 20 participants. The Global War On Terror Listening Workshop is a continuation of an event series begun in 2005, intended to gather feedback from thought leaders in the NESACenter region on the USG GWOT strategy, including written feedback, which can be published. The end result will be an out brief to US policy officials on the group’s analysis of what is and is not working in our GWOT strategy.
TRAVEL	TRAVEL AS REQUIRED.

## ANNEX B

### Performance Objective Table

Performance Objectives	Delivery Schedule	SOW Para	Format	Performance Standard	Monitoring Method	Incentives/ Disincentives
1. The contractor shall provide qualified administrative, technical, management, and academic support personnel to perform the tasks set forth in PWS paragraph 6.	Daily	6.3	As required by the POC	Performs tasks listed under paragraph 6.3.1 thru 6.3.16. And required deliverables under paragraph 9 received by the government.	POC review	Any task or deliverable that is not corrected to greater than 95% acceptance for accuracy and timeliness will be reflected negatively on the contractor’s past performance.
2. In order to perform the tasks set forth in PWS paragraph 7, the contractor shall provide qualified administrative, technical, management, and academic support personnel during time when the NESACenter	Daily (when tasks have been ordered)	7.4	As required by the POC	Performs tasks listed under paragraph 7.4.1 thru 7.4.16. And required deliverables under paragraph 9 received by the government.	POC review	Any task or deliverable that is not corrected to greater than 95% acceptance for accuracy and timeliness will be reflected

center's workload surges or increases.						negatively on the contractor's past performance.
3. In order to perform the services described in this PWS the contractor may incur direct costs to purchase supplies and services needed to carry out day-to-day operations, programs, seminars, and other NESAs events.	As indicated when the item is ordered.	8.0	As required by the COR	Acquires, after approval from the COR, the necessary supplies, equipment, and other resources for NESAs.	COR review	If the number of monthly orders is not received according to the delivery schedule greater than 95% of the time it will be reflected negatively on the contractor's past performance.

52.212-2 EVALUATION--COMMERCIAL ITEMS (JAN 1999)

(a) The Government will award a contract resulting from this solicitation to the responsible offeror whose offer conforming to the solicitation will be most advantageous to the Government, price and other factors considered. The following factors shall be used to evaluate offers:

1. Technical Capability
2. Past Performance
3. Price

**ORDER OF IMPORTANCE**

Technical Capability is divided into three sub-factors: (1) Understanding of the Work (2) Key Personnel and Management of Operations, (3) Quality Control.

Technical Capability is most important. Past Performance is significantly less important than technical capabilities. When combined, all non-price factors are significantly more important than price.

***Cost Technical Tradeoff:*** Once the proposals have been evaluated, the Contracting Officer will rank order proposals in developing the best value decision. The Contracting Officer shall use the factor established in the solicitation to make the source selection. The best value decision should include a trade-off analysis that highlights the relative differences among proposals and their strength, weaknesses, and risks in terms of the evaluation factors, as well as any quantifiable value or benefit to the government over and above the basic requirement. As technical scores and relative advantages or disadvantages become less distinct, differences in price between proposals become more important in determining the most advantageous proposal. Conversely, as differences in price become less distinct, differences in scoring and relative advantages and disadvantages between proposals become more important in the determination.

***FAR Part 15.101, Best Value Continuum:*** DSCA can obtain best value in negotiated acquisitions by using any one or a combination of source selection approaches. In different types of acquisitions, the relative importance of cost or price may vary. For example, in acquisitions where the requirement is clearly defineable and the risk of unsuccessful contract performance is minimal, cost or price may play a dominant role in source selection. The less definitive the requirement, the more development work required, or the greater the performance risk, the more technical or past performance consideration may play a dominant role in source selection.

b. Factor 1, Technical Capability: The Government will evaluate the Offeror's technical capability to determine the degree to which the information provided by the offeror in its proposal demonstrates the offeror's ability to manage, supervise, and perform in accordance with the contract requirements and the sub factors listed below

(1) Sub-Factor A, Understanding of the Work: Demonstrated knowledge and understanding of the required services.

(2) Sub-Factor B: Key Personnel and Management of Operations: The contractor must describe the key personnel (resumes), how the Contractor intends to meet the performance objectives identified in the PWS, and should also identify those areas the Contractor sees as critical to the customers for this contract, how it will monitor quality performance in those areas, and how it will maintain or exceed customer expectations, including identification and correction of problems.

(3) Sub-Factor C: Quality Control (QCP): The QCP must demonstrate the contractor's ability to provide oversight, measurements, and reporting processes to ensure compliance with all contract requirements. The Quality Control Plan must include all elements in the PWS and Performance Requirements Summary; to include a comprehensive and effective Safety and Security programs that complies with all contract safety and security requirements

***All subfactors for technical capability will be of equal importance.***

c. Factor 2, Past Performance: Past performance information will be obtained from references provided by the offeror who completed the Past Performance Questionnaire and from other sources known to the Government or learned of in the course of the evaluation. An offeror who has no relevant past performance history for a particular sub-factor will not be evaluated favorably or unfavorably (i.e. will be given a neutral rating for that factor.) Each offeror will be evaluated on performance under existing and prior contracts for similar services. Performance information will be used for both responsibility determinations and as an evaluation factor. The Government will focus on information that demonstrates quality of performance relative to the size and complexity of the contract under consideration.

The Government may contact the references provided in the offer, former customers, etc. to enquire about past performance to include, but not limited to, its reputation for conforming to terms and conditions, for accurately estimating and controlling costs, for adherence to contract schedules (including the administrative aspects of performance); for reasonable and cooperative behavior, and commitment to customer satisfaction. The Government may contact references other than those identified by the offeror. The following are sub-factors:

(1) Sub-Factor A, Quality of Service: Will be evaluated for the offeror's record of conforming to specifications and providing quality services.

(2) Sub-Factor B, Timeliness of Performance: Will be evaluated for the offeror's ability to meet contractual performance schedules.

(3) Sub-Factor C, Business Practices/Customer Satisfaction: Will be evaluated for the Conduciveness of offeror's business practices to ensure a cooperative and frictionless relationship with its customers.

***All subfactors for past performance will be of equal importance.***

d. Factor 3, Price: The price for each CLIN will be evaluated separately. Price will be evaluated for price reasonableness in accordance with FAR 15.305(a)(1) based on the total proposed price for the base period of performance and all option periods together. The determination that the total price is reasonable will be made by a comparison of other offers received. If only one offer is received, the determination may be based on a comparison to the IGCE or by any other reasonable basis.

#### **Related Definitions.**

1. **Deficiency.** A material failure of a proposal to meet a Government or a combination of significant weaknesses in a proposal that increases the risk of unsuccessful contract performance to an unacceptable level. Examples of deficiencies include a statement by the offeror that it cannot or will not meet a requirement, an approach that clearly does not meet a requirement, or omission of data required to assess compliance with the requirement.
2. **Weakness.** A flaw in the proposal that increases the risk of unsuccessful contract performance. A “significant weakness” in the proposal is a flaw that appreciably increases the risk of unsuccessful contract performance.
3. **Advantage/Enhancement.** An advantage/enhancement describes some element of a response that notably enhances an aspect of the offeror’s ability to perform the effort or that represents a significant benefit to the Government.
4. **Clarifications.** Limited exchanges, between the Government and offerors that may occur when award without discussions is contemplated. These limited exchanges may be used to clarify certain aspects of proposals (e.g., the relevance of an offeror’s past performance information and adverse past performance information to which the offeror has not previously had an opportunity to respond) or to resolve minor or clerical errors.
5. **Risk –** The degree of probability that an offeror will not perform contract requirements as promised. The level of uncertainties that exist in the proposal will jeopardize successful execution of an approach or plan.

**Table 1. TECHNICAL RATING SCALE**

<b>Technical Evaluation Rating</b>	
Rating	Description
Excellent	To receive this rating, proposed offer demonstrates a thorough understanding of the requirements; offers one or more significant advantages not offset by disadvantages. The Offeror has a very high probability of success in completing the requirements.
Good	To receive this rating, proposed offer demonstrates a good understanding of the requirements; offers one or more advantages not offset by disadvantages. The Offeror has a high probability of success in completing the requirements.
Satisfactory	To receive this rating, proposed offer demonstrates an acceptable understanding of the requirements; any advantages are offset by disadvantages. The Offeror has a moderate probability of success in completing the requirements. All factor/sub factors must have received a rating of at least Satisfactory/Moderate Risk.
Unsatisfactory	To receive this rating, the proposal contains major errors, omissions or deficiencies or an unacceptably high degree of risk in meeting the Governments requirements; and these conditions cannot be corrected without a major rewrite or revision of the proposal.

**Table 1. TECHNICAL RATING SCALE**

<b>Technical Evaluation Rating</b>	
<b>Rating</b>	<b>Description</b>
<b>RISK RATINGS</b>	
<b>Rating</b>	<b>Description</b>
High Performance Risk	Likely to cause significant disruption to schedule, increased cost or degradation of performance. Risk may be unacceptable even with special contractor emphasis and close government monitoring.
Moderate Performance Risk	Can potentially cause some disruption of schedule, increased cost or degradation of performance. Special contractor emphasis and close Government monitoring will probably be able to overcome difficulties.
Low Performance Risk	Has little potential to cause disruption of schedule, increased cost or degradation of performance. Normal contractor effort and normal Government monitoring will probably be able to overcome difficulties.
Neutral	Insufficient relevant past performance information available.

(e) Evaluation Of Options. Except when determined not to be in the Government's best interests (FAR Part 52.212.2(b)), the Government will evaluate offers for award purposes by adding the total price for all options to the total price for the basic requirement. Evaluation of options will not obligate the Government to exercise the option(s).

(f) Award on Initial proposals. The contracting officer retains the right to evaluate offers and make award without discussions with offerors. Therefore offerors are encouraged to insure that initial proposals contain the offeror's most favorable terms and reflect its best possible performance potential.

(g) The offer will be considered acceptable if, and only if, the offeror submits the information as required in the Instructions to Offerors, FAR 52.212-1, and Addendum to FAR 52.212-1, and manifests the offeror's unconditional assent to the terms and conditions of the solicitation, including the Performance Work Statement.

(h) Discussion/Negotiations: The Contracting Officer may clarify all information submitted in response to the solicitation as necessary to evaluate the proposals, and notwithstanding these clarifications, the Contracting Officer still retains the right to award without discussions.  
(End of clause)

(End of Summary of Changes)